

A Guide to Human Resources for Chief Executives

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Executive Summary: This guide is intended as a reference for chief executives of institutions within the Minnesota State Colleges and Universities System. Included in the guide are profiles of a variety of system institutions, which chief executives may find useful as they evaluate human resources functions in their own institutions. Institutions profiled in this report are: Minnesota State College—Southeast Technical, Minnesota State Community and Technical College, Minnesota West Community and Technical College, Normandale Community College, Northland Community and Technical College, and brief comments from Anoka Technical College. Stakeholders interviewed for this report include Chief Human Resources Officers (CHROs), college presidents and vice presidents, business office managers, and human resources employees.

Our report includes a summary of trends ([*print pages 2-5 if you would like a paper copy of the summary*](#)) followed by a four appendices. Click on the underlined appendices to go directly to that section of the report.

- Section 1: Reporting structure for CHROs (*page 2*)
- Section 2: Core responsibilities of the Human Resources Office, including possibilities for regionalization (*pages 2-3*)
- Section 3: Staffing levels/possible conflicts of CHRO serving as Affirmative Action Officer (*page 3*)
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Summary of Trends Observed in Participating Institutions

Section 1: Reporting Structure

Five out of six colleges in this study have the CHRO reporting directly to the President. The only exception is one CHRO that reports to the VP of Administration. Within the college that the CHRO reports to the VP, that particular VP had done human resources work prior to becoming the VP of Administration.

Many colleges had strong feelings for why HR should report directly to the President, including being able to stay "...in the know," uphold the integrity of the state classification process, insure compliance with state and federal regulations, and work closely with discrimination cases. Some colleges also felt that HR spans the whole spectrum of the college. If CHROs reported to one division, some were concerned that their supervisors might seem more apt to give priority to the division to which the CHRO reports. However, other colleges felt that because payroll is the largest part of the college, having the CHRO report to the VP of Administration (Finance) would provide a better awareness and supervision of this function. One college also felt it really depended upon the personalities of the HR position and the President. It could be equally effective either way, reporting to the President or VP of Finance.

It was also clear that the HR office must work closely with Student Affairs, Academic Affairs, and the Finance office at all times. In general, the President expects the HR office to communicate the flow of information that comes from the Chancellor's office directly to appropriate employee groups. This was seen by one President as very crucial to the harmony of the institution's administration.

[Click here to view the in-depth profile information for Section 1](#)

Section 2: Core Responsibilities of Human Resources (college-based v. regionalized)

Most HR offices have many of the same duties assigned to them across all six colleges in this survey, including payroll, bargaining unit contracts, hiring, new staff orientation, Affirmative Action, grievances, and benefits. Many colleges also felt the HR office provides leadership and direction for managing staffing needs, (including ADA, FMLA, FLSA, Worker's Compensation, employee issues, layoffs, investigations, performance management, employee recognition, personnel budget projections).

While there were not as many colleges reporting on the centralized v. non-centralized functions of HR, the ones that did report were not in favor of a centralized benefits office. However, one college did think that a centralized Affirmative Action office would be worth exploring further. This college also felt that employee orientation information could come from the system office as well. One of the comments in favor of institution-based services over regionalized services was that employees want a person to talk to at their campus when it comes to HR issues rather than someone at the system office.

The majority of time seems to be spent on hiring practices and payroll. Some of the colleges thought that the payroll function was better suited to the business office. Others

thought it was essential to be in HR. Some colleges' business offices had HR report to them. One of the other concerns was contract interpretation. It seems there was a need for assistance when dealing with all the different bargaining units.

[Click here to view the in-depth profile information for Section 2](#)

Section 3: Staffing levels and possible conflicts of CHRO serving as Affirmative Action Officer

Staffing levels in participating institutions ranged from 1 Human Resources employee to 66.67 employees to 1 Human Resources employee to 103.83 employees. Participants characterized staffing levels as either "maintenance level" only or inadequate.

Participants reported that current staffing levels made it difficult to complete long range projects such as updating employee handbooks and websites, offering professional development opportunities for employees, and becoming more involved in community organizations. A key position identified by several participants was an individual to coordinate and track safety training.

Participants agreed that smaller institutions often have no choice but to have the CHRO serve as the Affirmative Action Officer (AAO), but they also agreed that this presented a potential conflict of interest. One suggestion for minimizing this conflict was an active Diversity Committee at the institution, which would be useful in implanting the Affirmative Action plan and recruiting underrepresented groups for open positions. Other suggestions included sharing a regional diversity trainer/investigator who could assist the CHRO but act independently and having the CHRO report directly to the president in matters of Affirmative Action, regardless of whom he or she would report to for other matters.

Participants also noted that having the CHRO serve as AAO often meant the CHRO was not able to focus on Affirmative Action needs on a regular basis, rather only sporadically, such as when developing the institution's Affirmative Action plan. In addition, if the CHRO serves as the AAO and there is an EEO or Affirmative Action challenge, the CHRO must often put aside other pressing duties to focus on the investigation, which is often a time-consuming process.

While the responsibilities of both positions are similar, the focus of both positions is different. The Affirmative Action Officer is focused on advocacy for protected classes, while the Chief Human Resources Officer is focused on individual and institutional compliance. It may be difficult for one person to separate these competing interests when making decisions related to either position.

The issue of CHRO serving as AAO is not a new one. Mayer noted in her June 2000 survey (see Appendix B) that this issue was frequently mentioned by participants during phone interviews conducted as part of the survey. A potential resource for institutions may be administrators at other colleges with expertise in investigation and search committee processes.

[Click here to view the in-depth profile information for Section 3](#)

Section 4: Development and adequacy of job descriptions

Participants reported that their job descriptions were developed in a variety of ways. Some were developed jointly by the CHRO working with the college president. Others

reported that the job description evolved over several years, beginning with a template description and modified based on the needs of the current institutional president or being compiled from a list of duties associated with the person who previously held the position.

Some participants felt their job description closely matched the job performed (more likely if they had a hand in developing the description). Others reported that while the duties were described accurately in their position, the percent of time spent on those duties had changed, in some cases, dramatically. In general, participants believed job descriptions more closely matched the job performed if the descriptions were revised on a regular basis, in consultation with the employee. CHRO participants noted the importance of maintaining accurate job descriptions, to avoid problems such as employee dissatisfaction or challenges to classifications. Supervisors are in the best position to revise job description. While Human Resources is the repository for such information, the office is less likely to be aware of the tasks and expectations than the supervisor.

[Click here to view the in-depth profile information for Section 4](#)

Section 5: Resources Used/Needed

It is apparent that the MnSCU office is sought out as a major resource; however, the website appears to have some navigation problems as well as a prompt response mainly due to the vast number of colleges that it covers.

It appears that most of the questions directed to the resources tend to be primarily benefits and insurance. A resolution was to perhaps make a regional contact specifically responsible for this area rather approach the state office.

DOER also is a main resource but faces some of the same challenges of the MnSCU resource line.

[Click here to view the in-depth profile information for Section 5](#)

Section 6: Human Resources Services Expected by Employees

Resolution may be more local or regional trainings, which appeared to remedy some of Southeast's questions and concerns. A common theme is that some employees do not take the time to learn how to navigate their personal information. For example, viewing paystubs, vacation and list of benefits and often the HR department should know everything about everything. More training should be done on a local level rather than just an email notifying individuals of a new process.

[Click here to view the in-depth profile information for Section 6](#)

Section 7: System Support

Participants were satisfied with the support available at the system HR and AA/EOD offices. Several participants mentioned a need for additional staffing and support from the Labor Relations Division. One area mentioned for possible improvement was in

collection and presentation of campus data to the board. Participants would like to see more collaboration in these efforts in order to better understand and substantiate the reports at their local institutions.

Problems noted included slow response time, although they also commented that they were aware of the heavy workload of system employees. More access and availability of online tools may help ease the workload and response time. Participants commented that an Affirmative Action Plan template and online Safety Training would be useful online tools. In general, “just-in-time” training modules might be worth investigating, such as the “Public Jobs—Private Data” training recently offered on Desire2Learn.

[Click here to view the in-depth profile information for Section 7](#)

Section 8: Best Practices and Overall Comments

Best Practices

Readers are encouraged to review stakeholder comments in full for this section. Several best practices are summarized below:

- Make up-to-date templates (not “read only” documents) available at central location for commonly used classifications, such as CSS-Admissions Office, OAS-Financial Aid, Multicultural Student Advisor, and Academic Dean.
- Develop and applicant tracking system to assist in recruiting and availability of appropriate applicant materials, and store all applicant materials in a secure, central location. Scan application materials into a “team” site in Groupwise for review by committee members at home or at their offices. Files would be “read only” and would not be able to be printed.
- Have the CHRO or designated hiring specialist work with search committee chairs to ensure compliance with EEO and AA considerations

Rewards

Participants noted that the greatest rewards of their positions came from working directly with staff and students to help them develop professionally. As one participant commented: “When I see students coming in the doors of [the college], I remind myself those aren’t just students, those are dreams.”

Challenges

Challenges of the CHRO position included dealing with performance and disciplinary issues, new initiatives, and compliance issues. In addition, staffing was noted as a significant issue, in particular, having insufficient staff to complete required tasks, while being held accountable for duties which employees have little time to complete.

[Click here to view the in-depth profile information for Section 8](#)

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Appendix A: In-Depth Profile of Participating Institutions Structure

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Anoka Technical College

The CHRO reports to the President.

Minnesota State College Southeast Technical

The CHRO reports to the President.

Minnesota State Community and Technical College

The CHRO reports to the President.

Minnesota West Community and Technical College

President has **six direct reports**, including the VP of Administration. The CHRO reports to the VP of Administration

Normandale Community College

The CHRO reports to the President.

Northland Community and Technical College

The CHRO reports to the President.

Stakeholder Comments on Reporting Structure:

Anoka Technical College:

- Yes, I believe it's very important for the CHRO to report directly to the President of the institution, as the CHRO is in an advisory role just as the CFO, CIO, VPAA – each divisional leader needs to have a direct line of reporting and communication to and through the President's Office.

Minnesota State Community and Technical College

- I report to the President and I find I am "in the know" on items that otherwise would have to go through various channels. This may also have to do with the personality of our president. If the HR Director reported to a VP they probably would have to work harder at staying on top of items. I have been in that position and I found that I did not always receive the info in a timely manner.

Minnesota West Community and Technical College

- In our college, it makes sense primarily due to the location of the 2 positions logistically. There is a good working relationship and knowledge of the functions and responsibilities.
- This has worked very well in the past here. Our VP did HR work before the director's position was established so her knowledge support is present.
- Payroll is the college's largest expense; VP of Finance needs to have awareness and supervision of this function.
- Because that is our current reporting structure and it works well. I could see a reporting structure to the President working equally as well but not the provost.
- I'm not sure if one is better than the other or if it depends on the individuals and other structure.

Normandale Community College

- I report directly to the president and I would be extremely disappointed with any other reporting relationship. I meet with the president almost daily on college issues. Being an HR Director in a college this size is not like being an HR director in another setting. You are working with academics and it's the nature of academics to question everything. Without the implied wisdom of the president behind me when I need to convey decisions or rules, it would be much more difficult. In addition to managing labor relations and personnel, an HR directors job is to keep college administration (especially the president) out of trouble and to be a trustworthy person that he/she can discuss the most difficult issues with in confidence. This relationship is built by the president being 100% assured that the HR Director to be completely in support of him/her. In another reporting relationship, this critical piece could be seriously negatively impacted.

Northland Community and Technical College

- I believe it is imperative that the CHRO report to the President for several reasons. 1. It is the responsibility of the CHRO to uphold the integrity of the state classification process. 2. It is the responsibility of the CHRO to ensure compliance with the language contained in various bargaining agreements. 3. In some cases, not all, the CHRO also serves as the Designated Officer (investigating complaints of discrimination on campus). By reporting to the President, the CHRO can more easily work to ensure these above objectives are adhered to and there is no pressure from a supervisor to "bend" the rules.

- With the reorganizations I initiated for NCTC, I had the opportunity to either have the HR Director report to me or to the new VP of Administrative Services. I strongly believe that the HR Director position should report directly to the president. My reasons for this are many:
 - Human Resources issues span the whole college. If the director reported to the VP of Administrative Services, the Academic and Student Affairs divisions of the college might feel that their issues were filtered through the Administrative Services division prior to being heard by the president. Because it is the responsibility of the VP of Administrative Services to manage the fiscal affairs of the college, personnel decisions might be perceived to be made solely on financial bases, when there are times that decisions in academics and student services must be made on other bases.
 - The relation between the HR Director and the President can be a very confidential, advisory one. In my experience, the HR Director is often aware of issues and attitudes that the president should be aware of when trying to grasp the whole picture of a personnel situation.
 - In Minnesota, as in several other states, the Office of the Chancellor communicates a great deal of information to the Chief Human Resources Officer. I rely on our Director of Human Resources to distill this information and inform me of issues that I need to understand. Direct communication is important.
 - It is very important for the HR Director, the VP of Administration, and the VP of Academic Affairs & Student Services to work closely together. With the coding responsibilities inherent in the ISRS system, these three key areas of the institution must communicate freely and clearly to best represent the efforts of the college to the system. Regardless of reporting relationships, I expect that these officers of the college will work together for the benefit of the institution.

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Appendix A: In-Depth Profile of Participating Institutions Core Responsibilities of Human Resources (College-based versus Regionalized)

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HR Responsibilities: Anoka Technical College

- Employee Relations
- Staffing, Benefits Administration
- Administration of Labor Agreements
- HRIS Management, Professional Development
- Affirmative Action, Faculty Credentialing
- Advising Mgmt on HR issues

HR Responsibilities: Minnesota State College Southeast Technical

Human Resources Director (Chief Human Resources Officer)

- Provide leadership and direction for managing the college's staffing needs (includes ADA, FMLA, FLSA, Worker's Comp, employee issues, layoffs, investigations, performance management, employee recognition, personnel budget projections)
- Administer classified and unclassified labor contracts (includes seniority rosters, grievances, interpretation and application of language)
- Manage personnel assignments and payroll (includes letters of assignment, probation monitoring, retirement and insurance eligibility monitoring, leave monitoring, labor distribution/payroll reconciliation, payroll time entry)
- Manage the position classification system, performance management system and selection process for all classified and unclassified hires (includes salary placements, faculty credentialing, affirmative action, job analysis, new employee orientation)
- Manage employee benefit program (includes insurances, mandatory and voluntary retirement options, tuition waivers)
- Assist with employee development (includes mandatory training, departmental/college identified needs, regional college day)
- Planning (short and long-term)

HR Responsibilities: Minnesota State Community and Technical College

Assistant HR Director

- Affirmative Action Officer
- Professional contact for Fergus Falls and Wadena
- Back up for HR Director
- Direct supervision of HR Staff

Personnel Aide Sr

- Employee Maintenance (Faculty)
- Inputs Data for Faculty
- Follows up on discrepancies
- Licensure (collects data/forwards to Office of the Chancellor)
- Technical contact for Moorhead Campus
- Back up for Personnel Aide
- Supplemental Retirement
- TRA Reporting
- Summer Deposit for Insurance

Personnel Aide Sr.

- Workers Compensation
- Employee Maintenance (Fergus Falls)
- Assists OAS with vacancies
- Technical contact for Fergus Falls and Wadena Campuses
- Back up for Personnel Aide Sr
- Supplemental Retirement
- TRA Reporting
- Summer Deposit for Insurance
- Places ads for instructional positions

OAS, Intermediate

- Vacancies (non-instructional)
- Post vacancies
- Receive applications
- Pull resumes from Resumix
- Prepare/place ads as needed
- Requisitions/Purchase orders
- Contact/schedule applicants/ non-select letters
- Correspond with new hires/prepare orientation packets
- Affirmative Action (completes forms/reports for Asst Director)
- Position Descriptions (formats, monitors/tracks)
- Performance Reviews (mails out/tracks returns)
- Seniority Rosters (posts for all units except faculty)
- Employee Maintenance (enters/verifies data on all staff in SCUPPS)
- Employee Benefits (Insurance and orientations)
- HR Webpage (updates as needed)
- Fiscal Year Roll (verifies data)
- Assists HR Director and Assistant Director
- Reports (Brio/IA Warehouse/Data Direct) created for HR and CFO
- Technical contact for Detroit Lakes

OAS

- General reception duties/admin asst to the Director
- Receives/processes (for signature) tuition waivers
- Vacancies (faculty/administrative)

- Receives applications
- Responds to applicants/tracks documents
- Copies applications
- Establishes interviews/makes reservations
- Prepares handouts
- Prepares non-select letters
- Prepare orientation packets
- Updates web (directory/Did You Know)
- Assists other staff as needed

HR Responsibilities: Minnesota West Community and Technical College

Human Resources Director (Chief Human Resources Officer)

- New employee orientation – as hired
- Job analysis
- Delegated authority for classifications
- Classified performance evaluations
- Individual growth plans
- UTCE unit pre-approvals
- Faculty layoff notices
- Classified layoff notices
- Sabbatical notifications
- Drug testing and training
- American's with Disabilities Act (employees)
- Data warehouse reports

Personnel Aide Senior:

- All personnel transactions
- Classification review and recommendations
- Classified performance evaluations (In collaboration with Human Resources Director)
- Continuing ed/customized training personnel transactions
- Full-time faculty appointment letters
- Seniority rosters
- Monitor classified probation periods
- Faculty and classified postings
- Track UTCE units for step movement
- Designated Department Insurance Representative
- Retirement
- Deferred comp/TSA's
- Tuition waivers
- Affirmative Action quarterly reports
- Worker's Compensation
- Re-employment compensation
- FMLA
- Vacancy announcements and advertising, position descriptions and performance reviews

Accounting Payroll Technician

- Process bi-weekly payroll through State Payroll System, process employee business expenses and payroll deductions for parking fees, track Reassignment/Out of State Travel and Absence from Duty forms
- Classified leave records
- Payroll reconciliation and Faculty leave records
- Student payroll (not same person as mass time input)
- W4 and savings bond input

Office and Administrative Specialist Senior

- Process Human Resources transactions from assignment forms, receive and process all hourly faculty payroll timesheets, process Workstudy Payroll

Office and Administrative Specialist

- Vacancy announcements and advertising, position descriptions and performance reviews

HR Responsibilities: Normandale Community College

Human Resources Director (Chief Human Resources Officer)

- To direct the human resource functions of the college so programs and activities are within federal and state laws & guidelines, MnSCU and college policies and procedures. Supervise HR support staff. Direct and manage staffing so the colleges goal of having a diverse and high quality work force is met and maintained. Administer the Affirmative Action Plan of the college and manage the plan to meet MnSCU and the State of Minnesota guidelines. To serve as a member of the administrative team for the college, performing duties which include discretion and involvement in the development, interpretation, and implementation of human resource policies.

Personnel Aide Sr.

- Provide personnel-related services to college staff, administration and the public, particularly for assigned faculty and all classified positions. This position provides technical/software expertise on the SCUPPS and SEMA4 computerized personnel/payroll systems. This position is the primary user and administrator of the State's Resume Builder classified hiring process. This position is also designated as Normandale's department insurance representative.

Office and Administrative Specialist Sr.

- Provide administrative and professional support for the Human Resources Office and also serves as the general resource person for Normandale's employees and the public on human resources-related matters. Provides personnel-related services to the college's faculty, administration, and staff as needed.

Personnel Officer Supervisor, Sr.

- Responsible for the administration of various human resource functions including (but not limited to) college staffing and recruitment; performance management; compensation supervision and coordination; providing technical consultation to supervisors/managers on staff management and bargaining agreement issues; development and coordination of staff orientation and creation and monitoring of efficient HR processes and procedures in accordance with state rules and statutes, MnSCU policy, and NCC policy and procedures.

HR Responsibilities: Northland Community and Technical College

Human Resources Director (Chief Human Resources Officer)

- To direct the classified and unclassified personnel management and payroll programs of NCTC. To serve as a member of the administrative team for the college, performing duties which include discretion and involvement in the development, interpretation, and implementation of human resource policies.

Office and Administrative Specialist Senior

- Process Human Resources transactions from assignment forms, receive and process all hourly faculty payroll timesheets, process Workstudy Payroll

Office and Administrative Specialist

- Vacancy announcements and advertising, position descriptions and performance reviews

Personnel Aide Senior

- Manage and direct all human resource transactions processing, oversee faculty credentialing (Col & Step placement and Min Quals met), new employee payroll signup, insurance benefits inquiries, billings, and issues, retirement benefits inquiries, billings, issues, and reconciliation, tuition waiver processing, unemployment billing and inquiries, First Report of Injury and Workman's Compensation, Position Management, job audits/reclassifications, parking permits for EGF campus

Accounting Technician

- Process bi-weekly payroll through State Payroll System, process employee business expenses and payroll deductions for parking fees, track Reassignment/Out of State Travel and Absence from Duty forms

Classifying Core Responsibilities as Desirable, Essential, Optional, Regional

Minnesota State Community and Technical College

- Essential - Hiring. This is everything from the first meeting with the interview team and placing the ad to doing an orientation with the new employee. There is

more continuity and each Dean does not have to have the knowledge of "how to".

- Essential - Payroll. The entering of data into SCUPPS is essential people for payment of services. Again, the continuity of these entries is essential in processing pay.
- Essential - Contract Interpretation. You need a person(s) who knows the contracts and can correctly
- Essential - Staffing. An overall person(s) is needed to look at the big picture to see if there are too many/too few employees in an area (mostly classified)

Minnesota West Community and Technical College

Benefits Administration

Health & Welfare Benefits	Essential	Institutional
Retirement	Essential	Regional
Supplemental Retirement Options	Desirable/Essential	Regional
Leave Administration	Essential	Institutional

Compensation

Salary Schedules	Essential	Institutional
Placement	Essential	Institutional

Diversity Recruiting / Affirmative Action Desirable Institutional

EEO/Employee Relations

Grievances	Essential	Regional
Discipline, Non-renewal, Termination	Essential	Institutional
Policy/Contract Interpretation	Essential	Regional
Meet & Confer	Essential	Regional

Training & Professional Development

Developing	Desirable	Regional
Providing Training	Desirable	Regional
Tracking Training	Desirable	Regional

Employee Records

Personnel Files	Essential	Regional
Records Retention	Essential	Institutional

Employment Services

Jobs Posting	Essential	Regional
Hiring Processes	Essential	Institutional
Files Management	Essential	Institutional

Payroll

Payroll Processing	Essential	Institutional
Time Entry / Leaves	Essential	Institutional
Payroll Deductions	Essential	Institutional
W2 Wage and Tax Statements	Essential	Regional

Organizational Charts Desirable Institutional

Employee and Workplace Safety

Compliance to Regulations Optional Regional
 Harassment Complaint Investigation-Resolution Optional Regional

Normandale Community College

- Essential – Management/supervisory consultation, contract interpretation, research, policy making, recruitment and staffing, FMLA, workers' compensation, unemployment, record keeping and performance management.
- Useful – Staff and management development, organizational development, applicant skills testing, mediation, counseling and more detailed benefits consultation.
- Optional: Retirement counseling, resume writing, personal development, wellness activities, and cultural enhancement.

Northland Community and Technical College

Benefits Administration

Health & Welfare Benefits Essential
 Retirement Essential
 Supplemental Retirement Options Essential
 Leave Administration Essential

Compensation

Salary Schedules Essential
 Placement Essential

Diversity Recruiting / Affirmative Action

Useful, highly desirable

EEO/Employee Relations

Grievances Essential, but could be done by another office
 Discipline, Non-renewal, Termination Essential
 Policy/Contract Interpretation Essential
 Meet & Confer Essential, could be coordinated at president's office

Training & Professional Development

Developing/Providing Training Optional, might be done by other depts
 Tracking Training Optional, highly desirable
 Employee Records
 Personnel Files Essential
 Records Retention Essential
 Employment Services
 Jobs Posting Essential
 Hiring Processes Essential
 Files Management Essential, but could be done by hiring dept

we should use it. This would free up time for the payroll technician to focus on other matters.

- I believe Employee Orientation materials could be provided from a centralized office as a “fill in the blank” for each college to individualize for their institution.
- More could possibly be done with respect to buying bulk advertising for MnSCU system-wide. The money spent for advertising system wide must be a huge amount and we should be able to negotiate a decent contract with media resources that are utilized extensively.

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Appendix A: In-Depth Profile of Participating Institutions Staffing Levels/Conflicts with CHRO serving as Affirmative Action Officer (AAO)

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Stakeholder Comments on Staffing Levels from Anoka Technical College:

- We currently have 3.0 FTE in HR, including my position [CHRO], and approximately 200 permanent employees plus many customized training instructors who work on a casual basis. I think my staffing level is adequate for the size of our campus in terms of completing the primary HR/operational functions throughout the year. There are peaks at the start of each semester when we are overloaded in recruitment and HRIS processing, but a valley usually occurs mid-semester so it balances out.
- Here is the "However" statement. This is a maintenance level of staffing. Here are the challenges: our HR, Benefits and Payroll systems have become so complex that if someone should go on a medical leave, we're in a real bind because we cannot call in a temporary employee without extensive training on the systems and the labor agreements. Secondly, there is no extra time for the "nice to do items" like rewriting that outdated handbook, offering more professional development events, updating the website, participating in community organizations, conducting surveys, etc. as there is no one to delegate these other duties to because the primary functions take all of our time. This is probably an ideal situation for an HR intern who wants to develop overall knowledge in the field and would be willing to do project work.

Stakeholder Comments on Staffing Levels from Minnesota State Community and Technical College:

- Seven! That person could be in charge of safety and training. Those are big areas and someone is needed to perform that function.

Stakeholder Comments on Staffing Levels from Minnesota West Community and Technical College:

- Our current 1 FT director, 1 FT personnel officer and 1 payroll accountant seems to be adequate for our institution.

Stakeholder Comments on Staffing Levels from Normandale Community College:

- I desperately need either a personnel representative level or personnel officer Sr. to take some of my workload and provide services at a higher level. It's a challenge and we are getting by but I constantly worry about what we are

missing. Some days, I feel like we could break any minute. My staff is stressed beyond what anyone should be making the money they make. Most of this is due to SCUPPS, which is awful (but we all know that and I'm singing to the choir).

Stakeholder Comments on Staffing Levels from Northland Community and Technical College:

- For a college the size of NCTC with two campuses, I believe that there should be six employees [the college currently has 4.5 HR employees):
 - Director – specializing in employee relations, grievances, and investigations
 - Compensation/contracts specialist
 - Payroll Coordinator
 - Benefits Coordinator
 - Hiring Specialist – Employment Services
 - Training and Professional Development

- Obviously the response to this question [about the ideal number of Human Resources employees needed to fulfill the department's strategic goals] varies depending upon the umbrella of responsibilities that are within the HR/Payroll Department for each College. At Northland, the following areas – which may be considered within or outside the scope of HR – are assigned to the HR area: Safety, Designated Officer, Affirmative Action Officer, over sight of security. In an ideal world there would be 1.5 assigned to payroll to perform the employee payroll, work study payroll, leave use, leave accrual, employee business expenses, and payroll reconciliation. With respect to responsibilities on the HR side that are currently assigned to Northland – I would request an additional .75-1.0 FTE position to make things run more efficiently and to be able to be proactive in the area of technology to assist in gathering information and improving services to employees in the technology age. Also, an individual to employee track safety training is lacking within the department.

Stakeholder Comments from Anoka Technical College on CHRO as AAO:

- Regarding the CHRO also serving as the AA Officer – this is not the desired approach as there can be a perceived or real conflict. However, in smaller institutions, this arrangement is often necessary due to limited staffing. As long as the CHRO is reporting on meeting AA Plan requirements to the President, for example, I think you ensure integrity in the process. Having a Diversity Committee on campus can also be an asset to the effective implementation of an AA Plan.

Stakeholder Comments from Minnesota State Community and Technical College on CHRO as AAO:

- The AAO should report to the President for items like the Affirmative Action Plan, cases, etc. For the day to day, they should report to the CHRO. I think two different positions are needed. The potential for a conflict can occur too easily. If not a conflict then the perception of one.
- As affirmative action officer (AAO), I believe that it is beneficial to have the duties separated. Pros of having the function separated would include the AAO having more time to focus on the AA work, the ability for the CHRO and AAO to work closely on items specific to AA, which allows for ideas, questions, and concerns to be discussed with another individual. I believe it also allows the CHRO and AAO to more clearly delineate duties, yet still work closely together. They are very interrelated responsibilities, yet it is good to have someone who is able to work closely with AA. I have to be honest and say, that as long as the CHRO and the AAO have strong communication, I see no drawbacks to the positions being separated. AAO is approximately 10% of my position. This does ebb and flow depending upon what is occurring...number of searches, is it a year the plan is being rewritten and new goals established, etc.

**Stakeholder Comments from Minnesota State College—Southeast
Technical on CHRO as AAO:**

- It is sometimes difficult to complete the affirmative action plan initiatives or expand on initiatives when the HR director is also the affirmative action officer. In many cases one college cannot support a full-time affirmative action officer. The southeast consortium has been able to incorporate the shared diversity trainer/investigator position in this area.

**Stakeholder Comments from Minnesota West Community and Technical
College on CHRO as AAO:**

- Human Resource Directors should be [able to] serve as AA officers because they have knowledge of applicant pool and good support info from the MnSCU and Statewide HR policy and procedure data.
- They should not be the AA investigators, however, rather there should be a small group of trained investigators assessed by the President or designee.

**Stakeholder Comments from Normandale Community College on CHRO as
AAO:**

- I've been the AAO almost every place that I've been the HR director. However, it wouldn't bother me to have it go to someone else and in some ways it would be a relief and a better arrangement. Mainly because I think there is a perceived conflict of interest by others to have both jobs with the same person. An HR Director cannot afford to have it thought their integrity can be compromised over an Affirmative Action issue. Having said that, most HR directors have the expertise to do the AAO function even if they don't have much time to devote to

it. While I philosophically agree with Affirmative Action, in reality there are so many competing issues that it often comes in way down on my priorities. One thing I think is important is that Diversity Officers and AAO's not be mixed up. AAO's should deal with legally defined AAO related functions. Too often, diversity officers are not trained in AAO issues or in the application of related laws (although in my opinion, they should be).

Stakeholder Comments from Northland Community and Technical College on CHRO as AAO:

- I believe the decision of each institution for the separation of duties has primarily been made based on size of the institution. When Northland was just TRF, I was the Affirmative Action Officer. With the merger of EGF, I remain the AAO. However, the size of the institution has doubled. AAO responsibilities are back-burner for me as submission of an Affirmative Action Plan every 2 years is primarily all the time I have to focus on this responsibility. I think an obvious pro of having the duties separated would be a person would have time to perform the AAO function if a greater percentage of their position were assigned that responsibility. It would be a great resource for HR to be able to relay on another individual or department to assist in recruitment of underrepresented applicants. At the present time there simply is not time to make personal contacts with potential applicants.
- I have worked in colleges with each of the two options. It seems that it is a natural partnership to place the responsibilities of Human Resources and Affirmative Action together in one position. This is particularly the case in smaller institutions where there the resources might not allow for two positions.

It can be difficult for the HR Director to wear both hats. As the head of Human Resources, the director must work closely with department heads or faculty committees to develop the profile for position vacancies. Sometime, this activity of working "with" a committee makes it difficult for the director to put on the Affirmative Action hat to insist on consideration of protected class applicants that the committee may not have wanted to consider.

Where the functions reside with two separate positions, the affirmative action officer can be a detached watch dog, scrutinizing the actions of selection committees and challenging recommendations, if protected class applicants are not included.

Another difficult aspect of the "two for one" approach is that, if there are challenges to hiring or human resources practices from an EEO or affirmative action perspective, the HR director may have to drop everything to pursue an investigation. Such investigations are very time-consuming. Human Resources directors are, typically, overburdened with details and the need for accuracy inherent in the Human Resources function.

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Appendix A: In-Depth Profile of Participating Institutions Job Descriptions

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Stakeholder Comments from Anoka Technical College:

- It [job description] was developed jointly with the College President and closely matches the job performed.

Stakeholder Comments from Minnesota State College—Southeast Technical:

- My job description was developed by me in conjunction with the president, my direct supervisor, so it closely mirrors what I do.

Stakeholder Comments from Minnesota State Community and Technical College:

- The position has developed over the years. Some of this is based on who is the current president and what he/she want of the HR function. It possibly came from a template but has been modified. It possibly came from a template but has been modified. The position has developed over the years. Some of this is based on who is the current president and what he/she want of the HR function.

Stakeholder Comments from Northland Community and Technical College:

- My position description, like many others, was developed from a list of responsibilities that were assigned to me. Another source of information would have been examples of position descriptions for other HR Directors at 2-year institutions. I think the position description reflects functions and responsibilities that are assigned to me. The area I would possibly question is the percentage of time that is spent in each area may not be accurately reflected in the PD.
- The HR and payroll position descriptions at Northland accurately reflect the responsibilities that are assigned to individuals. Again, the only issue may be % of time if it accurately reflects how much time individuals spend performing certain functions that are assigned to them.
- In general, I feel that the job descriptions on file in the Human Resources office match the functions being performed. The match is best, however, the closer in time the description is to the date of hire. The longer employees are with a college, the greater the degree of evolution in their positions. As new tasks

emerge within a college, they are assigned to or taken on by employees. Other tasks may become irrelevant and will not longer be done.

If supervisors regularly review and revise job descriptions, the match is good. However, in my experience, some colleges and some supervisors are more diligent in keeping job descriptions up-to-date.

Current job descriptions are important, particularly if the classification of a position is challenged or if employee dissatisfaction is likely. The job description is, in many respects, an agreement between the employer and the employee as to what is expected.

- My current job description is accurate to the duties and responsibilities my position entails. DOER sees the position as Personnel Aide Senior, whereas other colleges are deemed Personnel Officers. Not much incentive for me to do what I do.
- Position Description – HR does not know all of the tasks/responsibilities that are to be performed with respect to writing position descriptions; however, it is a repository of information. I believe it is the responsibility of the supervisor to create the position description – because no one knows better the functions and responsibilities of the position than the supervisor.

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Appendix A: In-Depth Profile of Participating Institutions Resources Used/Needed

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Stakeholder Comments from Anoka Technical College:

- My primary resources are CHRO's at the other two-year institutions and staff at the Office of the Chancellor. In terms of regionalized or central resources, I have a couple of suggestions - a centralized pool/process for the recruitment of adjunct faculty would be beneficial by region, as well as a central resource on FML/ADA/WC issues.

Stakeholder Comments from Minnesota State College—Southeast Technical:

- There are always resources within the MnSCU HR group; MnCUPA connections; local business connections for questions about the position. General resources relative to the work that is done within the job can be found again through the MnSCU HR group, MnCUPA-HR connections, various websites that address workforce issues, government websites for law resources, DOER and MnSCU-HR websites.
- The southeast regional consortium with Riverland Community College, South Central College, Rochester Community & Technical College and Southeast Technical provides direct support between the HR directors. The share position we have also supports training, affirmative action, diversity, investigations, HR initiatives, etc.

Stakeholder Comments from Minnesota State Community and Technical College:

- Normally [turns] to the Office of the Chancellor or to other peers in college HR Offices [for resources].
- As a new president, it would be helpful to have the following: contract support; help with labor relationships; help with shared governance. At times, there are issues with timeliness, quality of support, which is more parental vs assistive.

Stakeholder Comments from Minnesota West Community and Technical College:

- Online documentation and program help access, printed contract language as well as communication with HR Director and personnel officer
- Many state resources available from the Dept. of Employee Relations, and MnSCU state office.

- Would love to have one individual just for department insurance. Some employees come to us for answers but we are restricted because of privacy laws
- Supervisor, colleagues at other colleges system office – campus assistance

Stakeholder Comments from Northland Community and Technical College:

- Depending on the questions, I check the MnSCU home page as one of my first sources of information. While this site is not always easy to navigate, with persistence, I can find almost anything I need in terms of policies, procedures, forms, and links to other information related to personnel and benefits.

Other Resources – MnSCU Labor Relations web, DOER web, personal contact within the HR network, or personal contact with MnSCU Labor Relations/Personnel staff.

- My best resource for information, is NCTC's Director of Human Resources, Becky Holthusen. Because of her experience with the system and her knowledge of contracts, benefits information, and institutional history, she can usually steer me to the information I need or the complexities I need to be aware of.

In Washington State, we had a state-wide template for Affirmative Action plans and reporting. This simplified parts of this requirement. However, it is easy for standardized formats to become unnecessarily complex because they usually include all of the data elements that everyone within the system deems important. For smaller colleges, the complexity might be irrelevant because of small sample numbers.

My own experience upon becoming a Minnesota state employee this past summer was that the benefits options were almost overwhelming. I presume that, with my background in HR, I had a better than average chance of understanding the options. I talked with other relatively new employees; most of them reported that they had asked their co-workers what to sign up for and followed that path. I'd like to suggest that a centralized benefits office might tailor the available information to each type of employee. As it is now, a new employee must read everything and eliminate the irrelevant information – this makes choices much more difficult.

- More training is always helpful, and the above mentioned items would be very helpful. I do have my certain contacts at the State level for insurance purposes, but sometimes it does get hard to contact them. Normally, I research the item myself via internet or documentation that I may have. Contact is also made to other institutions if we believe they may have similar situation/position.

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Appendix A: In-Depth Profile of Participating Institutions Human Resources Services Expected by Employees

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Stakeholder Comments from Anoka Technical College:

- [Employees expect service in] recruitment assistance, benefits assistance, interpretation of labor agreements, professional development, counsel on personnel issues...Many of these functions have support at a system level so I do not have a recommendation other than what is noted above for regionalization.

Stakeholder Comments from Minnesota State College—Southeast Technical:

- Training, mentoring, benefit administration, advice of all kinds. My education degree has helped prepare me for this. The additional training through conferences, workshops and topical meetings have provided facts and resources.
- The recent regional training sessions for the MSCF contract from labor relations has been very helpful.

Stakeholder Comments from Minnesota West Community and Technical College:

- We are to know everything! They ask anything from where to invest their monies to interpretation of the contract to “where do I find ____ on the internet.” We are in a constant training mode – you need to be to keep current. We need to be very conversant in benefits and contracts. That is the backbone of our business.

Stakeholder Comments from Minnesota West Community and Technical College:

- Payroll, leave balance, and expense reimbursement questions
- Some babysitting but mostly with benefits and salary administration
- HR is assumed to know everything about everything...benefits, retirement, salary

Stakeholder Comments from Northland Community and Technical College:

- Since I have been with Northland, there has not been a lot of training on anything, it's all been trial and error and learned by experience. I try to meet all expectations of all employees; if I do not know the answer, I will certainly research and find out for them. Knowing that I assisted someone is why I come to work everyday (besides paying the bills). I would like to express frustration with processes or new programs or the like being rolled out by the

system office before proper testing or stamp of approval has been done before rollout. Pilot it for however long it takes to fix all bugs prior to rolling it out to every institution with the multiple problems at all institutions. Makes more work for everyone (along with frustration)

- “Some” employees expect HR to do it all for them. There are employees that do not look online at their payroll check. They either call the bank or wait until they receive a statement from the bank. Therefore employees like that do not print their own W-2, do not change their address online etc. If they need to complete anything, it is in written form and then HR inputs the information.

Every pay period there are questions about “what is this amount on my check for.” Time is spent explaining payment received for additional work employees have performed. Occasionally employees expect HR to function as their financial advisor.

I am knowledgeable about the various bargaining units contracts, DOER policy, MnSCU policy and related statutes. Being familiar with these items is essential to be successful.

I am not overly supportive of centralized services as I know the local employees. Employees are going to contact the individual they know or that where they are comfortable.

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Appendix A: In-Depth Profile of Participating Institutions System Support

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Stakeholder Comments from Anoka Technical College:

- I'm very satisfied with the level of support available from both system HR and the Affirmative Action/Office of Equal Opportunity & Diversity. Additional staffing and support is needed in the Labor Relations Division.

Stakeholder Comments from Minnesota State College--Southeast Technical:

- Staff at the Office of the Chancellor and staff from the campuses have worked very hard in implementing many processes to get us closer to being a "system." I would like to see more collaboration in the campus data that is collected and presented to the board or for other presentations to understand how it is compiled and what is included. I cannot always substantiate the information in reports.

Stakeholder Comments from Minnesota State Community and Technical College:

- I expect leadership from them in the area of policy. Also, if something works, they should be willing to share and allow us to use/now use the idea.

Stakeholder Comments from Minnesota West Community and Technical College:

- Putting less strain on the MnSCU employees: giving the agencies more delegation of authority. It is currently only over OAS, CSS, GMW and AFSME.
- Sometimes there are specific questions we cannot answer or system problems beyond our control that should be readily available for assistance.
- Need system support, there are always "kinks" in the system and response time is getting slower.
- Not as personal

Stakeholder Comments from Northland Community and Technical College:

- I am not aware of any service that is lacking. The only frustration I have heard of relates to the large workload handled by system office specialists and, hence, the time it takes for response. This is not a consistent problem, however. I also know that HR personnel are eager for the availability of more online tools that are in the process of development.

- I recognize there are areas where colleges are autonomous and therefore should develop items from the ground up. However, affirmative action is an area where many colleges do not have someone dedicated to the responsibility 100% and could use some assistance with a template for the AA Plan. The template could be utilized with a “fill in the blank” type input needed from the college level. This would assist colleges to create a quality Plan with less effort.
- Safety training via web. Don Beckering is working on a proposal. I am extremely supportive! A system-wide contract would be great because we can't negotiate that rate individually.

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Appendix A: In-Depth Profile of Participating Institutions Best Practices and Overall Comments

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Stakeholder Comments from Anoka Technical College:

- Suggestions for streamlining position descriptions and the hiring process is difficult to answer. The State hiring process is complex for classified positions and not within our local control to establish or change the process. One suggestion would be to ensure we have up-to-date position description templates for many of the commonly used classifications within higher education by department (i.e. CSS – Admissions Office; OAS – Financial Aid; Multicultural Student Advisor; Academic Dean...). We spend much time gathering pd's from other campuses and writing new pd's – having a central location of descriptions to draw from would be beneficial. The Department of Employee Relations has job class specifications; however, they are very outdated and usually not applicable to MnSCU.
- The greatest rewards are in the area of Employee Relations, working directly with mgmt and staff to resolve issues and helping staff to develop within their position/career. The greatest challenges are in addressing performance/disciplinary issues and in meeting the constant demands of a large and ever-changing system – new initiatives, compliance issues, legal requirements, etc.

Stakeholder Comments from Minnesota State College—Southeast Technical:

- I would like to see an applicant tracking system to assist in the recruiting and availability of appropriate applicant materials with supervisors and selection committee members.
- The recent system buy for recruitment on the Minnesota Diversity website has really assisted the campuses in reducing recruitment costs.
- Position descriptions are readily available to supervisors and employees when requested. The HR office maintains an electronic database.
- I do feel there is a close relationship with almost all administrators and supervisors and the HR office, which helps tremendously in the staffing activities of the college.

Stakeholder Comments from Minnesota State Community and Technical College:

- Need senior HR person at the senior management table for input and perspective on decisions. Hire more with new model of thinking – find innovation at all levels.
- Template documents from HR often come in read only format. Sending documents in electronic format which can be added to would significantly cut down on work.
- Start thinking about contract 2020. How are we going to change our delivery of education to be innovative, embrace best practices, and be responsive to industry needs? We need to contractually, be ready to function more like Custom Training.
- Consider having more module training for administrators and other new hires for just in time learning.

Stakeholder Comments from Minnesota West Community and Technical College:

- Our institution would be a good one to follow
- The process here has worked as intended
- When we turn things over that require immediate attention or one on one interaction (employee benefits to DOER), it results in a decreased benefit to our employees in terms of attention to their needs because it seems they are not concerned with employee/employer relationships as we are locally.

Stakeholder Comments from Normandale Community College:

- I absolutely love my job at Normandale. It constantly challenges me with new and different problems to solve. It uses my personal and technical skills and requires me to develop new ones (out of necessity). I have freedom and responsibility to make the decisions I need to, I have a wonderful staff and great work colleagues, I love working with academics (even if they drive me nuts sometimes) and in a collaborative environment. It's really nice that I am part of a college that does good things in the world. I like the students and all the variety of people and languages I see and hear everyday. My HR colleagues in the system are ethical and helpful. I really do love coming to work because I feel I can make a little difference in the lives of others and that we are all on a mission: Education. One thing I like best about being here...When I see students coming in the doors of Normandale, I remind myself those aren't just students, those are dreams.

Stakeholder Comments from Northland Community and Technical College:

- Ideally, the HR Director is a trusted member of the college community. From this position, the director can provide services, training, and advice to screening and recommending committees. I think that the HR director or a delegated member of the HR staff should be assigned to work with each hiring committee, from the formation of the position profile, through development of screening criteria, development of the interview protocol and interview questions, through the

interview process, and the deliberation leading to recommendations. In this way, consistency and propriety can be assured.

However, the demands on the HR department and the number of searches sometimes occurring simultaneously make it difficult for this ideal to be very realistic. The HR director or delegated hiring specialist should work with committee chairs to assure that they are fully trained in EEO and AA considerations and that they can guide committees in proper conduct of hiring processes.

I believe that each administrative department head is responsible for determining desired or essential staffing levels. The HR director can conduct research on staffing levels at similar institutions to guide staffing decisions.

I think it is important that the search process is centrally processed at a college because it is an area where there is the potential for litigation. Candidates not hired may call the process into question. By having a central location, the process is as consistent as possible. I believe where we open ourselves to litigation is when we have processes but do not follow them.

- Northland may revise the current search process so that when a vacancy was identified the search committee would be established and meet to determine 1) search criteria and, 2) recruitment strategies. Then advertising could occur that would provide potential candidates as much information as possible. The more information a potential candidate has with respect to our desires for the position, the better prepared they are to respond with information that we are looking for.

Workload has resulted in some areas of the search process being less structured than they were in the past. For instance, I used to meet with each search committee for their first meeting and review underutilization, confidentiality etc. Now, that information is communicated via e-mail with HR having little or no face-to-face contact with the search committees—this is simply a workload issue.

- I was excited to learn of the innovation the NCTC HR staff had developed to make applicant information available to screening committees in a convenient, yet secure manner. Application materials are scanned into a “team” site in Groupwise. Committee members can review file materials at their convenience in the office or at home. The files are “read only” and cannot be printed or changed in any way. Committees have appreciated that they can prepare for meetings without having to schedule time to review hard-copy files in the HR office.
- I believe the CHRO should oversee the payroll function. The need for payroll and HR to work together is much greater than the need for payroll and business office to work together. HR is the department that sets up the appointments and assigns fund coding. The payroll clerk is the individual that is processing payroll – not determining funding location. If the business office has a question with respect to why a certain personnel expenditure is being coded to a certain cost center, the question is addressed to human resources staff, not payroll staff. Thus the connection between payroll and business office is limited. The

connection between business office and payroll staff would probably come more in the area of employee business expenses. The business office would inquire to the payroll clerk about why a certain business expense was coded to specific cost center.

- In my opinion as I look at the need to work together or network – the need is greater between HR and payroll than it is between the business office and payroll. Therefore, the CHRO (by supervising both functions) can more easily bring the 2 groups of people together to resolve problems, put processes in place for efficiency etc. – because the CHRO supervises both.
- The most challenging aspect of the position [of CHRO] is the fact that the number of staff within the department is not sufficient for an institution of our size for the various tasks/responsibilities that are assigned to the department. Time does not permit us to do all that I believe we should or could be doing to have a department that fully meets the needs of employees and administrators or supervisors. To be held accountable for something and then not have the time to properly perform the function is difficult.
- To be able to provide information to employees and administrators/supervisors is very rewarding and to serve as a professional resource to resolve matters of difficulty and/or conflict. Sometimes the answer someone wants to hear is not possible due to statutes, policies, procedures, or contractual language; however, to offer other alternatives to hopefully achieve the same or similar result is rewarding.
- I like working with the Faculty, Staff, and students. I think if you look at the “bigger picture” and what we are trying to do here at NCTC. Hopefully we are making a difference in students’ lives and their future after they leave NCTC.
- I am most pleased with the “can do” attitude of faculty, administration, and staff. It is easy to be a supervisor when the personnel do not need much supervision. The administrators who report directly to me are highly-motivated and have a commitment to the betterment of the college rather than self-betterment. They, in turn, seem to be very supportive of their staffs and departments and work to assure that there is training and professional development available.

After many years of working in director and vice presidential positions, I am excited to put into play the many lessons I have learned. I have observed both good and bad presidential behavior, and I hope that I am able to model consistency, compassion, commitment to communication, and commitment to developing a college marked by civility and respect among all constituents.

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Appendix B: Updating June 2000 Survey for Participating Institutions

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Reporting Structure:

	2007	2000
CHRO reports to president	Yes	Yes

Staffing—HR Staff to Number of Employees

	2007	2000
Faculty – Regular (210, 224)	99	56
Faculty – Non Unit (218)	64	22
AFSCME (202, 203, 206, 207)	41	37
Classified – Non Unit (218)	14	6
Commissioner’s Plan (217)	3	3
MAPE (214)	25	15
MMA (216)	8	6
Managers/Administrators (220)	9	9
<i>Total faculty and staff</i>	<i>263</i>	<i>154</i>

Human Resources Staffing

	2007	2000
Human Resources Director	1	1
Personnel Clerk	0	0
Account Clerk Senior (75%)	0	1
Office and Administrative Specialist <i>(Human Resources Assistant)</i>	1	
Office and Administrative Specialist Sr. <i>(Human Resources Transactions and Work Study Payroll)</i>	0	0
Personnel Aide Sr. <i>(Assistant Director of Human Resources)</i>	1	1
Accounting Technician <i>(Employee Payroll)</i>	0	0
Total Human Resources Staff	3	3

Human Resources staff to college employees

	2007	2000
	263/3=87.67	154/3=51.33

Appendix B: Updating June 2000 Survey for Participating Institutions

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Reporting Structure:

	2007	2000
CHRO reports to president	Yes	Data not available, institution formed after June 2000

Staffing—HR Staff to Number of Employees

	2007	2000
Faculty – Regular (210, 224)	324	xx
Faculty – Non Unit (218)	91	xx
AFSCME (202, 203, 206, 207)	96	xx
Classified – Non Unit (218)	21	xx
Commissioner’s Plan (217)	6	x
MAPE (214)	48	xx
MMA (216)	12	x
Managers/Administrators (220)	25	x
<i>Total faculty and staff</i>	623	xxx

Human Resources Staffing

	2007	2000
Human Resources Director	1	x
Personnel Office Sr Supervisor	1	x
Personnel Aide Sr	2	x
Office and Administrative Specialist	1	
Office and Administrative Specialist Sr.	1	x
Personnel Aide Sr.	1	x
Total Human Resources Staff	6	x

Human Resources staff to college employees

	2007	2000
	623/6 =103.83	xx

Appendix B: Updating June 2000 Survey for Participating Institutions

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	2000	2007
Faculty – Regular (210,224)	180	102
Faculty – Non Unit (218)	289	20
AFSCME (202, 203, 206, 207)	86	51
Classified – Non Unit (218)	23	not available
Commissioner’s Plan (217)	4	3
MAPE (214)	39	29
MMA (216)	16	25
Managers/Administrative (220)	15	13
Total faculty and staff	652	243

Human Resources Staffing:

	2000	2007
Human Resources Director	1	1
Personnel Clerk	1	1
Payroll Accountant	0.75	1
<i>Total Human Resources Staff</i>	<i>2.75</i>	<i>3</i>

Human Resources staff to college employees	2000	2007
	1:260	1:76

Appendix B: Updating June 2000 Survey for Participating Institutions

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Reporting Structure:

	2007	2000
CHRO reports to president	Yes	Yes

Staffing—HR Staff to Number of Employees

	2007	2000
Faculty – Regular (210, 224)	333	224
Faculty – Non Unit (218)	48	323
AFSCME (202, 203, 206, 207)	167	105
Classified – Non Unit (218)	33	7
Commissioner’s Plan (217)	7	5
MAPE (214)	66	42
MMA (216)	19	13
Managers/Administrators (220)	16	15
<i>Total faculty and staff</i>	689	510

Human Resources Staffing

	2007	2000
Human Resources Director	1	1
Personnel Aide Sr.	1	1
Office and Administrative Specialist Sr.	1	1
Personnel Aide Sr.	1	1
Personnel Officer Supervisor Sr.	1	1
<i>(Assistant Director of Human Resources)</i>		
Office and Administrative Specialist	.50	0
Total Human Resources Staff	5.50	5.00

Human Resources staff to college employees

	2007	2000
	689/5.50=125	510/5=102

Appendix B: Updating June 2000 Survey for Participating Institutions

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Note: Data used for 2000 is from Northland, although the campuses in East Grand Forks (formerly part of Northwest Technical College) and in Thief River Falls merged in 2003.

Reporting Structure:

	2007	2000
CHRO reports to president	Yes	Yes

Staffing—HR Staff to Number of Employees

	2007	2000
Faculty – Regular (210, 224)	225	103
Faculty – Non Unit (218)	35	70
AFSCME (202, 203, 206, 207)	64	38
Classified – Non Unit (218)	18	12
Commissioner’s Plan (217)	4	4
MAPE (214)	34	19
MMA (216)	11	5
Managers/Administrators (220)	10	6
<i>Total faculty and staff</i>	<i>401</i>	<i>257</i>

Human Resources Staffing

	2007	2000
Human Resources Director	1	1
Personnel Clerk	0	1
Account Clerk Senior (75%)	0	1 (75%)
Office and Administrative Specialist <i>(Human Resources Assistant)</i>	1 (75%)	1
Office and Administrative Specialist Sr. <i>(Human Resources Transactions and Work Study Payroll)</i>	1	0
Personnel Aide Sr. <i>(Assistant Director of Human Resources)</i>	1	0
Accounting Technician <i>(Employee Payroll)</i>	1 (75%)	0
Total Human Resources Staff	4.50	3.75

Human Resources staff to college employees

	2007	2000
	401/4.5=89.11	257/3.75=68.53

Appendix C: Updated Reporting Structure from 28 MNSCU Institutions

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All 32 Institutions were surveyed, of these 28 actually responded. Listed below is a summary of their input. Bill Breyfogle (bill.breyfogle@csu.mnscu.edu) may be contacted for more detailed information.

1) As the HR Director, to whom do you currently report?

President – 18

Vice President – 10

2) Any comments on the reporting structure above - pro or con?

Reports to President:

I believe this is critical that HR report directly to the President

In my opinion this is the appropriate reporting structure.

This is the way it should be. Administrative VPs usually have no interest or expertise in HR and it does not fair well under them.

Important that I report to the President. I need to have direct access due to sensitive material being discussed. I would not want it to change.

Reports to the VP:

I've reported to both. It really depends on the person in the position. Some presidents see HR as an executive level position others see it as a supervisor over HR.

It works because I have regular (at least every two weeks) individual meetings with the president. Without that it might be difficult since there are issues that the president needs to work with me on directly.

The pros are that I have a few less meetings to attend releasing me to attend to other matters. The biggest disadvantage is that the President and her cabinet members have a potential disconnect to HR issues both perculating up as well as from the cabinet down.

3) Are Affirmative Action functions performed within the HR office?

Yes – 25

No - 3

Appendix C: Updated Reporting Structure from 28 MNSCU Institutions

4) A brief description of how the Affirmative Action individual is involved in recruitment and/or search committees.

Those Reporting “Yes”

As the HR Director and AAO, I serve as the Chair for all faculty and administrative positions at CLC. My designee (asst. director of HR) chairs all classified and unclassified hiring processes. The AAO signs off and certifies the candidate pool and finalists selection in each search.

I serve as the AA Officer. I put together the AA recruitment strategies; my staff implements the recruitment plans. I review recommended interview pool prior to finalization for missed AA candidates to be added back in. I provide input directly to the president on hiring decisions before they are made.

I serve as the affirmative action officer and another staff member coordinates most search activities. I provide orientation to all search teams, and review their recruiting plans, the screening tools and interview questions. I review the applicant pool after recruiting, again when semi-finalists are selected for interview and again when finalists are recommended to the President.

Those Reporting “No”

AA Officer approves advertising plans; assists in selecting search committee members; approves selection criteria; and reviews application materials and list of finalists;

Monitors the search process, approves our search committees, approves our affirmative action recruitment plans, gathers supplemental candidate data.

The Affirmative Action Officer reports to the President. The Affirmative Action Officer oversees the unclassified hiring process. They have written search procedures and guidelines to facilitate these searches. They document the search process, and answers questions, and approve search committee members. Also AA does some monitoring of underutilization in various programs and departments. Though some training has taken place, more time is spent on processing paper

Appendix D: June 2000 Human Resources Survey

Summary of Human Resources Survey Prepared by Betty Mayer Century College June 2000

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[Click here to view the list of participating institutions](#)

Reporting Structure:

- Community Colleges:** Four out of five Human Resource Directors report directly to the College President; one reports to the Vice President of Administration.
- Technical Colleges:** Seven out of nine Human Resource Directors report directly to the College President; two report to the Administrative Services/Finance.
- Consolidated Colleges:** Eight out of eleven Human Resource Directors report directly to the College President/Provost; three report to the Vice President of Finance.
- Universities:** Two out of four Human Resource Directors report directly to the University President; two to the Vice President of Administration and Finance.

Those individuals reporting they reported to the President felt strongly that Human Resources needs a direct line to the President due to the confidential nature of many issues and the decision making authority of the President. They also felt that if they reported to someone else, that person could not be totally impartial. Some campuses had discussions regarding moving Human Resources to the Vice President of Finance and/or Administration but it was determined there is conflict between budgeting and staffing- business/finance view. Human Resources require an institutional perspective.

Individuals reporting to Administration and/or Finance stated they had a close relationship with the President. Some of the directors indicated they met weekly with the President to maintain communications.

Staffing: Human Resource Staff to Number of College Employees

(Total human resource staff includes the director.)

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Community Colleges:	Fergus Falls Community College	1:64.4
	Inver Hills Community College	1:91.3
	North Hennepin Community College	1:101.8
	Normandale Community College	1:102
	Anoka Ramsey Community College	1:131.8
Technical Colleges:	Minnesota State-Southeast Technical College	1:42
	Pine Technical College	1:84.4
	St. Cloud Technical College	1:100
	Anoka Hennepin Technical College	1:101
	Northwest Technical College	1:148.7
	Hennepin Technical College	1:156.4
	Alexandria Technical College	1:168.7
	St. Paul Technical College	1:178.3
	Dakota County Technical College	1:249.4
Consolidated Colleges:	Northland Community & Technical College	1:68.5
	Central Lakes Community & Technical College	1:69.6
	Riverland Community & Technical College	1:75.1
	[Editor's note—no individual profile from Riverland appeared in the original paper copy of the report.]	
	Minneapolis Community & Technical College	1:118.3
	Rochester Community & Technical College	1:139
	Mesabi/Vermillion Colleges	1:146
	Ridgewater Community & Technical College	1:150
	Century Community & Technical College	1:150.5
	Lake Superior Community & Technical College	1:167.3
Hibbing/Itasca/Rainy River College	1:204.8	
MN West Community & Technical College	1:206.8	
Universities:	Metropolitan State University	1:126.1
	St. Cloud State University	1:138.6
	Minnesota State University	1:145.5

Affirmative Action Officer:**[Click here to return to the Executive Summary](#)**

Technical Colleges:	Five out of nine Human Resource Directors are also Affirmative Action Officers.
Community Colleges:	Five out of five Human Resource Directors are also Affirmative Action Officers.
Consolidated Colleges:	Nine out of eleven Human Resource Directors are also Affirmative Action Officers.
Universities:	One out of four Human Resource Directors are also Affirmative Action Officers.

The question of whether Affirmative Action should be part of Human Resource came up during the telephone interviews.

Summary of information collected from members of IMPA on “Respect for HR.”

- One way to get others to view HR people as professionals is to help them understand their important role in HR.
 - Give line managers a personal overview
 - Provide them with a chart of personnel functions, which demonstrates both the part they play in all HR activities.
 - Show them the critical relationship between operational activities and HR.
- It is critical to keep up-to-date on personnel issues and trends.
- The responsibility of HR seems to ebb and flow depending on the current administration.
 - Public section HR seems to have a very strong role in the organization.
 - HR functions need to be centralized otherwise there is problems with continuity and accountability.
- Continue to strive to provide top notch professional assistance.
 - Develop full trust and confidence of upper management.
- One of the top selling points in today’s world is – HR is risk management-keeping managers from being sued and publicly embarrassed.
- “Develop trust” – HR gets respect when managers and employees trust them.
 - Go out and meet with managers, supervisors, and employees

- Address HR problem areas and discuss any misconceptions employees have regarding HR.
- Educate managers about systems and services
- If “they” feel you are working for them, they begin to trust you enough to contact you for advice before taking an action.
- The most important issues are access.
 - You have to have access to the CEO/President and be included in management team meetings of any type.
 - You need to be able to deal with informal contacts you meet at the various meetings.
 - Just like real estate- location, location, location; public section depends on access, access, and access.
- You have to have the opportunity to present formally and informally on issues that HR can assist with.
 - HR can assist with identifying staff issues, morale, public relations, expenditures, etc.
 - The HR function eaves though the entire campus from recruitment, training, retraining, development, layoff, salaries, everything.
- Proposals need to be data driven – HR can help with the bottom line – be it profits or appropriations.
- Staff needs to be helpful, customer driven, have a focus that coincides with the organizational goals and strategic plan.
- Make allies by showing good work, helpful staff striving to please, even when the message is not good.
 - You can work with people in the most difficult circumstances if you do it with dignity and respect.
 - HR work is usually stressful, with timeless, problems, etc. and if the staff are pulling together and feel good about what they do, you will have a successful unit, providing good service and recognized as professionals.
 - You need to care about people, not so concerned with doing things the right way but doing things that are right.
 - Helping people beyond what is required and working through the system.
- Client satisfaction (or trust, demand, respect, etc.) and professional competence/integrity may not be all that directly correlated.
- Clients’ perception of what HR does drives their belief in our relative worth.
 - Most people really don’t “get” HR as a whole system because they mostly experience the component parts.
- Define the “menu” of services of HR, efficacy each service, discard ones that are no longer desired necessary.
 - Develop a statement of principles of practice.
 - Educate the client as to what you can do, why it is done, and the results those services provide.

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Compliance to Strategy: Changing the Role of the HR Department

By: Laura Kushner

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One of the “hot topics” being debate among human resources professional right now has to do with the role of human resources department. Do we exist to make sure everybody obeys employment laws, or is it more important that we focus on the human issues that help management achieve its goals? The answer that seems to be emerging from the professional groups is that the top-notch human resources departments have already made the transition from “compliance officer” to “strategic planning partners”.

Up until recently, many human resource professionals felt that our primary role was to frighten managers and elected officials with horror stories of lawsuits, discrimination claims and other “management terrors” so that they would cooperate with us on employment matters. In most organizations, that role has become less necessary. Human Resource professionals, along with other courts, have succeeded in convincing policymakers that they need to pay attention to employment laws. Where, then, should we be devoting our efforts now? Is human resources still a necessary function? Are we now doomed to paper pushing and recordkeeping?

Professional associations are telling us that we need to make the transition from a compliance role to a strategic role. The problem with that advice is that most of use in very small human resources departments and many cities have no human resource department at all. Day-to-day human resources functions occupy must of our time—keeping employment records, hiring employees, filing required reports. The list of human resource duties is a long one. Is it possible for small human resources departments to become strategic planners?

The answer is that smaller human resources departments can do strategic planning but in small ways. One was is to begin thinking first like a department manager, and second like a compliance officer. For example, a department manager’s top priority when a vacancy occurs is to get it filled as quickly as possible with a competent employee. A compliance officer wants to make sure that nobody is discriminated against, that efforts are made toward affirmative action and that the selection process is well documented. In order to become a strategic partner, the human resources department needs to find a way to shorten the hiring process, pick the best employee and still address the compliance issues.

Another way to make the transition to a strategic role is to gain the trust of department managers so that they will come to you for advice and assistance on planning issues. In some cases, this might mean making sure that department managers know that you

are not there to “blame and shame” when employment problems arise, just to help. In other cases, this might mean re-evaluating your customer service practices. We’ve all heard about internal vs. external customers, but how many of us have surveyed our employees, supervisors, and managers to get feedback on the customer service we provide them?

Part of gaining the trust and respect of other managers involves looking for opportunities to volunteer the assistance of the human resources department. Something as simple as volunteering to help stuff envelopes during a major mailing effort or something more complex like volunteering to chair an organization- wide committee helps managers see human resource staff as “team players”.

Strategic thinking for human resources departments also involves anticipating the staffing needs of the other departments. A simple way to do this is just to meet with the department directors when the budget is being put together and asks them what needs they see in the next one to five years. This is also a good time to identify key employees and brainstorm on how you would replace them if they left. For example, should you consider grooming existing staff by providing supervisory or management training? Many organizations have tuition reimbursement programs that we can use to actively encourage our employees to prepare for promotions.

Finally, “strategic thinking” means helping departments identify underlying problems. If a department continually losing employees in the same job class, there could be an underlying problem with the way the job is structured, with the supervisor’s style, with the pay range, or with the co-worker’s attitudes. The human resources department is usually in a very good position to help managers analyze these ideas. If you are already performing the type of duties suggested above, congratulations! You have made the transition from compliance office to strategic planner. Or, maybe, like fads that come and go “strategic planner” is just another phrase for what we’ve been doing all along.

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PARTICIPATING INSTITUTIONS (click on each institution to view its June 2000 data)

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[Century](#)

[Hibbing](#)

[Mankato](#)

[MN-SE](#)

[Northland](#)

[Ridgewater](#)

[St. Paul Tech](#)

[Anoka-Hennepin](#)

[Dakota County](#)

[Inver Hills](#)

[Mesabi](#)

[MN-West](#)

[Northwest](#)

[Rochester](#)

[Vermillion](#)

[Anoka-Ramsey](#)

[Fergus Falls](#)

[Itasca](#)

[Metropolitan](#)

[Normandale](#)

[Pine Technical](#)

[St. Cloud State](#)

[Winona State](#)

[Central Lakes](#)

[Hennepin Tech](#)

[Lake Superior](#)

[Minneapolis CTC](#)

[North Hennepin](#)

[Rainy River](#)

[St. Cloud Tech](#)

Alexandria Technical College

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Employee Demographics:

Faculty –Regular (210,224)	101
Faculty – Non Unit (218)	147
AFSCME (202,203,206,207)	69
Classified –Non Unit (218)	22
Commissioner’s Plan (217)	28
Health Professional (204)	1
MAPE (214)	25
MMA (216)	9
Managers/Administration (220)	8
Total faculty and staff	410

Human Resource Staffing:

Human Resources Director (Personal Officer Senior) (83%) –**Reports to Dean of Administrative Services**

(Finance)

Organizational Development Director/ Assistant to President (Executive 2) (50%)
Personal Aide (50%) other 50% reports to President
Office and Administrative Specialist – Intermediate (50%) (50% reports to Assistant to President, CFO and Building Manager)
Customer Service Specialist (10%) – (90% reports to Assistance to President)
One (1) Student Worker – 10 hours a week

Additional Personnel that have a part of Human Resources:

Affirmative Action Officer
Account Clerk Senior (payroll)

Human Resources staff to college employees:

410/2.43=1:186.7 (this does not include the Affirmative Action Officer or Account Clerk Senior)

Summary of Human Resource Responsibilities:

Personal Aide

- All personal transactions (UTCE<Administration, MAPE, MMA, AFSCME, Commissioner’s Plan, Unrepresented)
- Designed Department Insurance Representative
- Track intermittent hours

- UTCE hourly faculty transactions
- UTCE Licensure
- Tuition Waivers
- Form development
- Seniority rosters
- Worker's Compensation backup
- Minutes for Labor/Management meetings
- Clerical support for Human Resources

Office and Administrative Specialist – Intermediate

- Clerical support
- Maintain position description binders
- Retiree insurance billing

Personnel Officer Senior (Human Resources Director)

- New employee orientation
- Delegated authority for AFSCME classifications
- Monitor UTCE units
- Employee recognition
- Grievances
- Assist supervisors with discipline issues
- Tracks progressions and certifications
- Coordinates retiree insurance
- Retirement programs (all programs)
- Deferred comp/TSA's.
- Contract interpretation
- Unclassified staffing processes
- Faculty appointment letters

Exec 2 – Organizational Development Director/Assistant to the President:

- Reports directly to the college President (50% of this position is allocated to Human Resources.)
- Organizational and functional analysis charting
- Staff development (includes Fall staff workshop coordination)
- Assessment testing (OPAC software)
- Performance evaluation process
- Job analysis
- Managing/coordinating classified staffing process
- Employee recognition
- New employee orientation
- Delegated authority for AFSCME classifications & exams

The Human Resources Director participates on the following committees:

- General Advisory

- Health Promotion
- Labor Management
- Recognition Team
- Supervisory Core Group
- Communications Team
- Finance Team
- Safety Team

Addition Information:

President:

- Pre-approval of UTCE units
- Faculty layoffs
- Dispute resolutions and All grievances

Academic Affairs:

- Part-time faculty appointment letters
- Faculty performance evaluations
- Academic Affairs/Human Resource – UTCE licensure
- Academic Affairs and the President determine UTCE salaries

Health Services Nurse:

- Americans with Disabilities Act

Business Office:

- Reemployment insurance (In collaboration with Human Resources)
- Mass Time and Payroll reconciliation
- W4 & savings bond input

The following areas are currently in transition:

- Affirmative Action
- Discriminatory investigators (students and employees).

Comments:

- Safety training – Safety Committee, Building Services Supervisor and various customized trainers
- Sabbaticals have not been assigned to a specific area
- In process of learning data warehouse

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and a telephone conversation with Shari Maloney. May, 2000

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Anoka-Hennepin Technical College

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Employee Demographics:

Faculty – Regular (210,224)	106
Faculty – Non Unit (218)	189
AFSCME (202, 203, 206, 207)	66
Classified – Non Unit (218)	1
Commissioner’s Plan (217)	4
MAPE (214)	28
MMA (216)	4
Managers/Administrators (220)	8
Total faculty and staff	406

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 1) **Reports to President**
Personnel Aide (2)
Office and Administrative Specialist – Intermediate

Human Resources staff to college employees: $406/4=101.5$

Summary of Human Resources Responsibilities:

Personnel Aide (2)

- New employee orientation (In collaboration with department supervisors and Human Resources Director)
- Classified/unclassified professionals performance evaluations – tracking and notification
- Classified/unclassified professional personnel transactions – processing
- Faculty personnel transactions
- Payroll reconciliation (In collaboration with the Business Office)
- Continuing Ed/Customized Training personnel transactions – processing
- Hourly UTCE personnel transactions
- Designated Department Insurance Representative
- Worker’s compensation processing
- Retirement
- Deferred Comp/TSA’s
- FMLA

Office and Administration Specialist

- Clerical support
- Recruitment/application tracking
- UTCE licensure processing
- Charitable contributions campaign

Human Resources Director:

- New employee orientation
- Employee recognition
- Job analysis
- Classification review/recommendations
- Delegated authority for classifications
- Faculty performance evaluations – track probationary status and evaluation timelines
- Administrative performance evaluations – track
- Customized Training bonus payment—track
- UTCE salary determination (In collaboration with Academic Affairs)
- Licensure
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Faculty layoffs
- Classified/unclassified professional layoffs
- Terminations/dismissals
- Dispute resolutions
- Contract interpretation
- ADA for employees
- Discriminatory harassment investigations for employees
- Sabbatical notifications
- Supervise Child Care Center Director
- Supervise mailroom and duplicating center staff
- Participates in strategic planning

Human Resources Director participates on the following committees:

- President’s cabinet
- Staff Development Committee-co-chairs with Academic Affairs
- Labor/Management
- Meet and Confer

Additional Information:

Academic Affairs

- Faculty performance evaluations
- UTCE unit pre-approvals
- Sabbatical approvals (In collaboration with Faculty Senate and President)
- Monitor sabbatical reports
- Faculty grievances (Human Resources as necessary)

Business Office:

- Classified/unclassified professional leave balances
- Mass time
- Payroll reconciliation
- Faculty leave balances
- Student payroll
- W4/ savings bonds
- Verify payroll
- Budget projections
- Re-employment compensations

Student Affairs:

- Affirmative Action Officer
- Discriminatory harassment investigators (students)

Comments:

- Wellness Committee
- Safety training- Physical Plant Director/Safety Committee
- Do not track intermittent hours (have very few)
- Data warehouse reports – Not using
- Do not use SIGMA
- Supervisors work with their employees to prepare individual development plans which have personal and/or professional goals.

Information obtained via position descriptions chart, MnSCU data on employee demographics and telephone conversation with Carol Abell. June, 2000

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Dakota County Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	143
Faculty – Non Unit (218)	127
AFSCME (202, 203, 206, 207)	86
Classified – Non Unit (218)	15
Commissioner’s Plan (217)	2
Health Professions (204)	2
MAPE (214)	38
MMA (216)	12
Managers/Administrators (220)	11
Total faculty and staff	436

Human Resource Staffing:

Human Resource Director (MnSCU Admin. Range 1) – **Reports to President**
Personnel Aide (75%)

Human Resources staff to college employees: $436/1.75=249.14$

Summary of Human Resources Responsibilities:

Personnel Aide:

- All personnel transactions
- Hourly faculty
- Continuing Education/Customized Training personnel transactions
- Tracking intermittent and substitute hours
- Monitors probation
- Tuition waivers

Human Resources Director

- New employee orientation – as hired
- Employee Recognition (In collaboration with President’s Secretary and Vice President on Instruction)
- Assessment testing (Test developed in- house with Office Careers Program)
- Job analysis
- Classification review
- Full-time faculty appointment letters
- UTCE unit pre-approval

- Faculty and staff layoffs (Decision is a team decision including Human Resources Director. Director prepares information, President signs letters for faculty – Human Resources Director for staff)
- Terminations/Dismissals
- Dispute resolution
- Designated Department Insurance Representative
- Retirement benefits
- Staff development (In collaboration with Academic Affairs/Instruction)
- Faculty grievances (Second step in collaboration with Academic Affairs/Instruction)
- Staff grievances (First and second steps)
- Arbitration hearing (with area supervisor)
- Contract interpretation
- Worker's Compensation
- FMLA
- Budget projections
- SIGMA – used to determine whether person passed test

Human Resources Director participates on the following committees:

- Dean's Meeting
- President's Cabinet
- Leadership Staff Development
- Human Resources
- NCA

Additional Information:

Academic Affairs/Instruction

- Faculty performance evaluation
- UTCE salary determination (in collaboration with Human Resources Director and President's approval)
- Part-time faculty appointment letters (Use one of the three form letters designed by Human Resources)

Business Office

- All leave balances
- Mass time
- Verifies payroll
- Payroll reconciliation
- Student payroll (A different person than employee payroll)
- Deferred Comp/TSA's
- Re-employment compensation

Vice President of Student Affairs:

- Affirmative Action Officer (Human Resources Director also does Affirmative Action reports)

- Discriminatory harassment investigations (students and employees)(Harassment Officer)

Secretary to Vice President of Instruction

Wellness program

Secretary to Vice President of Instruction Student Services

- Data warehouse reports

Comments:

- Faculty has not been used Sabbatical language
- Safety training – MacNeil
- Would be nice to have a research person to pull various reports to assist various areas of the college and to have more “canned” reports that were easy to assess right off of SCUPPS and SEMA4.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics, and telephone conversations with Sue Raddatz. May, 2000

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Hennepin Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	338
Faculty – Non Unit (218)	210
AFSCME (202, 203, 206, 207)	158
Classified – Non Unit (218)	1
Commissioner’s Plan (217)	6
MAPE (214)	36
MMA (216)	15
Managers/Administrators (220)	18
Total faculty and staff	782

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 3) **Reports to President**
Personnel Officer
Personnel Aide
Office and Administrative Specialist – Senior
Office and Administrative Specialist – Intermediate

Human Resource staff to college employees: $782/5=156.4$

Summary of Human Resource Responsibilities:

Personnel Officer:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Classified/unclassified professional appointment letters
- Faculty layoff notices
- Classified/unclassified professional layoff letters
- Retirement
- Deferred Comp/TSA’s
- Contract interpretation (classified/unclassified professionals)

Personnel Aide:

- Employee recognition
- Classified/unclassified professional performance evaluations

- Full-time faculty appointment letters
- Monitor UTCE units
- Designed Department Insurance Representative
- Tuition waivers
- Wellness program
- FMLA

Office and Administration Specialist – Senior:

- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Payroll reconciliation (In collaboration with Business Office)
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Continuing education/customized training personnel transactions
- Data warehouse reports

Office and Administration Specialist – Intermediate:

- Part-time faculty appointment letters
- Faculty layoff notices
- Classified/unclassified professional layoff notices
- Worker’s Compensation

Human Resource Director:

- Delegated authority for classification
- UTCE salary determined (In collaboration with Instruction)
- Dispute resolution/mediation
- Staff development
- Oversee all layoff processes
- Dispute resolution/mediation
- Faculty grievances (In collaboration with Academic Affairs)
- Classified/unclassified professional grievances
- Arbitration hearings and Contract interpretation
- Affirmative Action Officers
- ADA for employees
- FMLA
- Discriminatory harassment investigations (employees and students)

Human Resources Director participates on the following committees:

- President’s Advisory Council
- Labor Management and Meet and Confer
- “Too tough” Committee – Review degree plans
- Affirmative Action
- Internal Communications
- Strategic Planning

- Dean's Council
- Staff workshop Planning

Additional Information:

Instruction:

- Faculty performance evaluations
- UTCE salary determination (In collaboration with Human Resources Director)
- Licensure
- UTCE unit pre-approval

Academic Affairs:

- Sabbatical notifications
- Sabbatical approvals
- Monitor sabbatical reports (secretary)
- Faculty grievances (In collaboration with Human Resource Director)
- UTCE staff development

Secretary to Vice President of Administrative Services:

- Faculty leave balances

Business Office:

- Mass time
- Payroll reconciliation
- Verify payroll
- Classified/unclassified professional leave balances
- Student payroll
- W4 & savings bond input
- Safety training – Safety Officer

Comments:

- No assessment training
- Termination/dismissals – supervisor in collaboration with Human Resources Director
- College has a five (5) day orientation for faculty which includes information on the culture, teaching methods, etc.
- College strengths: incorporated a true “team” approach, involving a comprehensive strategic plan call “New Designs”.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Sharon Mohr. June, 2000

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Minnesota State College – Southeast Technical

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Employee Demographics:

Faculty – Regular (210, 224)	52
Faculty –Non Unit (218)	93
AFSCME (202, 293, 206, 207)	37
Classified – Non Unit (218)	6
Commissioner’s Plan (217)	3
MAPE (214)	15
MMA (216)	5
Managers/Administrators (220)	9
Total faculty and staff	168

Human Resources Staffing:

Human Resources Director (MnSCU Admin. Range 1)—**Reports to President**
Personnel Aide
Office Specialist
Account Clerk (payroll)

Human Resource staff to college employees: 168/4=42

Summary of Human Resources Responsibilities:

Personnel Aide:

- All personnel transactions
- All leave accruals
- Monitor part-time faculty

Office Specialist:

- Support for Human Resources
- Assist Academic Affairs with Advisory Committee
- Secretary support for administrative office

Account Clerk:

- Mass time
- Savings bond
- W-4

Human Resources Director:

- New employment orientation
- Job analysis, classification review
- Staff performance evaluations
- Payroll reconciliation (will move to account letters)
- Classified grievances (Second step)
- Full-time faculty appointment letters
- Staff appointment letters
- Faculty and staff layoffs – works Academic Affairs and/or individual departments
- Terminations/dismissals – works with supervisors
- All benefits – insurance, retirement, deferred comp. etc.
- Tuition waivers
- Sabbatical reporting
- Contract interpretation
- Affirmative Action Officer
- ADA for employees
- Worker's Compensation
- Reemployment insurance
- FMLA
- Discriminatory harassment investigations for employees

Human Resources Director participants on the following committees:

- President's cabinet (Executive cabinet- President and Vice President)
- Staff development
- NCA

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination (in collaboration with HR Dir.)
- UTCE unit pre-approval
- Part-time faculty appointment letters
- Notification of sabbaticals (in collaboration with faculty senate)
- Faculty grievances (steps 1 & 2)

Financial Aide

- Student payroll

Comments:

- No employee recognition program
- Assessment testing if requested be supervisor – position specific
- Wellness program – not active
- Safety training – Supervisor of Building and Grounds
- College-wide training and development – (Vice President, Staff Development Committee, some input for HR Dir.)

- Sabbatical approvals –President
- Student discriminatory harassment investigations – Vice President Student Services
- Service to students and employees is a high priority at Southeast Technical College
- Director feels strongly that Human Resources should report to the President. Discussion was being held regarding Human Resources reporting to Finance but it was determined there is a conflict between budgeting and staffing.
- Becoming the “ideal” Human Resources Officer.
- HR would like to be able to produce more reports and tools for supervisors.
- HR does not have a formal mission/vision.

Information obtained via position description, organizational chart, MnSCU data employee demographics and telephone conversations with Deanna Voth May, 2000

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Northwest Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	285
Faculty – Non Unit (218)	176
AFSCME (202,203, 206, 207)	136
Classified – Non Unit (218)	21
Commissioner’s Plan (217)	4
MAPE (214)	47
MMA (216)	11
Managers/Administrators (220)	23
Total faculty and staff	704

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 1) **Reports to the Vice President Of Administrative Affairs**
Personnel Aide
Office and Administrative Specialist (2)
Affirmative Action Officer (.75)

Human Resources staff to college employees: $704/4.75=148.21$

Summary of Human Resources Responsibilities:

Personal Aide:

- Faculty personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Continuing Ed/Customized Training personnel transactions
- Hourly UTCE faculty personnel transactions
- Tuition waivers

Office and Administrative Specialist (2):

- Classified/unclassified professional performance evaluations
- Classified/unclassified professional personnel transactions
- Classified/unclassified professional leave balances
- Licensure
- Classified/unclassified professional appointment letters
- Student payroll (Inputs personnel data)
- Track intermittent hours

- Date warehouse reports
- FMLA

Affirmative Action Officer:

- Affirmative Action compliance

Human Resources Director:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Faculty layoffs
- Classified/unclassified professional layoffs
- Dispute resolution
- Retirement
- Sabbatical notifications
- Sabbatical report monitoring
- Contract interpretation
- Arbitration hearings
- ADA for employees
- Worker's Compensation
- Reemployment insurance
- FMLA
- Discriminatory harassment investigations for employees
- Faculty grievances (First and second steps)
- Classified/unclassified professional grievances (First and second steps)

Human resources Director participates on the following committee:

- Affirmative Actions Committee

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination
- UTCE unit pre-approvals
- Assessment testing

Comments:

- Employee recognition – Faculty member receives release time
- Safety training – Building supervisors on each campus
- Staff development – Faculty member receives release time for professional development
- Sabbatical approvals – Faculty Senate
- Discriminatory harassment investigations (students) – (varies on each campus)
- Communications have improved between and no the campuses.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Linda Erickson. June, 2000

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Pine Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	32
AFSCME (202, 203, 206, 207)	26
Classified – Non Unit (218)	22
Commissioner’s Plan (217)	2
MAPE (214)	26
MMA (216)	3
Managers/Administrators (220)	3
Total faculty and staff	114

Human Resources Staffing:

Human Resource Directors in the Dean of Administrative Services (65%)
(Reports to President).

Office and Administrative Specialist (70%)

Human Resources staff to college employees: $114/1.35=84.4$

Summary of Human Resource Responsibilities:

Office and Administrative Specialist

- New employment orientation
- Faculty personnel transactions
- Faculty leave balances
- Employee handbook
- Hiring process
- Designated Department Insurance Representative
- Deferred Comp/TSA’s

Human Resources Director:

- Job analysis
- Classification review/recommendations
- Classified and unclassified professional personnel transactions
- Payroll reconciliation
- UTCE salary determinations
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Other appointment letters
- Faculty layoffs

- Classified/unclassified professional layoffs
- Terminations/dismissals
- Dispute resolutions
- Retirement
- Tuition Waivers
- Sabbatical report monitoring
- Classified and unclassified grievances
- Contract interpretation
- Affirmative Action Officer
- ADA for employees
- Worker's Compensation
- Reemployment insurance FMLA
- Discriminatory harassment investigators for employees
- Budget protection
- Seniority rosters

Human Resources Director participates on the following committees:

- Leadership Team
- Faculty Senate
- Building Committee
- Technology Committee
- Staff Development Committee
- Foundations Board – Ex-Officio
- Ad – hoc committees

Additional Information:

Business Office:

- Mass time
- Faculty leaves balances
- Student payroll
- W4/savings bonds
- Data warehouse reports

Academic Affairs:

- Faculty performance evaluations
- Licensure
- Faculty grievances (In collaboration with Human Resources Director)

Comments:

- Classified and unclassified professional performance evaluations monitored by supervisor
- UTCE unit pre-approval – Three approvals needed – President, Vice President of Academics and Human Resources Director
- Safety training – Facilities division and Academic Affairs

- Staff Development – Human Resources Director chairs committee
- Discriminatory harassment investigations (students) – Equity Coordinator
- No employee recognition program
- No assessment testing
- College strengths: budget, monitoring and planning processes

Information obtained via positions descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Kathy Hefty. June, 2000

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St. Cloud Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	116
Faculty – Non Unit (218)	71
AFSCME (202, 203, 206, 207)	70
Classified – Non Unit (218)	7
Commissioner’s Plan (217)	3
MAPE (214)	17
MMA (216)	7
Managers/Administrators (220)	9
Total faculty and staff	300

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 1) **Reports to President**

Personnel Aide Senior

Office and Administrative Specialist (reallocating to Personnel Aide)

Human Resources staff to college employees: 300/3=100

Summary of Human Resource Responsibilities:

Personnel Aide Senior:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Monitor performance evaluations and probation
- Classified/unclassified professionals performance transactions
- Classified/unclassified professional personnel transactions
- Classified seniority rosters
- Designated Department Insurance Representatives
- Retirement
- Deferred Comp/TSA’s
- Worker’s Compensation
- Re-employment compensation
- FMLA
- Data warehouse reports

Office and Administrative Specialist – Intermediate

- Classified/unclassified professional leave balances
- Faculty personnel transactions
- Faculty leave balances
- UTCE licensure
- UTCE hourly faculty personnel transactions
- UTCE step advancement
- Faculty seniority rosters
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Employment verifications
- Tuition Waivers

Human Resources Director:

- New employee orientation
- Employee recognition
- Monitor hiring process
- Terminations/dismissals (In collaboration with supervisor)
- Conduct training
- Contract interpretation
- ADA for employees
- Affirmative Action Officer
- Discipline/mediation
- All layoffs
- Review faculty load reports
- College- wide staff training and development
- Discriminatory harassment investigation back-up
- Grievances (In consultation with supervisors)
- Mentoring program
- Employee handbook

Human Resources Director participates on the following committees:

- Safety
- Staff Development
- Faculty Senate
- Meet and Confers
- Affirmative Action

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination (In collaboration with Human Resources Director)
- UTCE unit pre-approvals
- Part-time faculty appointment letters

- Discriminatory harassment investigators (employees and students)

Business Office:

- Mass time
- Payroll reconciliation
- Student payroll

Comments:

- Staff Development – separate committees for faculty and classified
- Faculty Senate – Sabbatical notifications, approval and reporting monitoring
- No assessment testing
- College strength: faculty mentoring program

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Ann Meredith. May, 2000

St. Paul Technical College

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Employee Demographics:

Faculty – Regular (224)	238
Faculty – Non Unit (218)	133
AFSCME (202, 203, 206, 207)	81
Classified – Non Unit (218)	21
Commissioner’s Plan (217)	3
MAPE (214)	37
MMA (216)	9
Managers/Administrators (220)	13
Total faculty and staff	535

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 2) **Reports to President**
Personnel Aide Senior
Personnel Aide

Human Resources staff to college employees: $535/3=178.33$

Summary of Human Resource Responsibilities:

Personnel Aide Senior and Personnel Aide:

- New employee orientation
- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Licensure
- UTCE unit pre-approvals
- UTCE hourly faculty personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Staff appointment letters
- Continuing Ed/Customized Training personnel transactions (Most instructions are paid by invoice)
- Retirement
- Deferred Comp/TSA’s
- W4/savings bond input

Personnel Aide Senior:

- Verify payroll
- Payroll reconciliation
- Date warehouse reports

Personnel Aide

- Seniority rosters
- Monitor sabbatical reports
- FMLA

Human Resources Director:

- Employee recognition
- Job analysis
- Classification review/recommendations
- Faculty layoffs
- Classified/unclassified professional layoffs
- Terminations/dismissals
- Dispute Department Insurance Representative
- Tuition waivers
- Wellness program
- Sabbatical approvals
- Faculty grievances
- Staff grievances
- Contract interpretation
- Arbitration Action Officer
- ADA for employees
- Reemployment insurance
- Discriminatory harassment investigations – employees

Human Resources Director participates on the following committees:

- Executive Management Team
- Management Team
- Learners Services Committee
- HR Committee
- Dean's Committee

Additional Information:

Academic Affairs:

- Faculty performance evaluations

Business Office:

- Classified/unclassified professional leave work
- Faculty leave records

- Mass time

Financial Aid:

- Student payroll

Comments:

- No assessment testing
- Safety training – Safety Committee
- College-wide Training & Development – HR Committee
- Discriminatory harassment investigations for students – Student Affairs
- The College's Learners Service Committee is revamping the way students are recruiting, admitted and registered.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Don Mercado. June, 2000

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Anoka Ramsey Community College

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Employee Demographics:

Faculty – Regular (210, 224)	230
Faculty – Non Unit (218)	122
AFSCME (202, 203, 206,207)	103
Classified – Non Unit (218)	12
Commissioner’s Plan (217)	6
MAPE (214)	26
MMA (216)	10
Managers/Administrators (220)	18
Total faculty and staff	527

Human Resources Staffing:

Human Resources Director (Exec 2) *Reports to Vice President of Administration*
Personnel Aide (2)
Office and Administrative Specialist -- Intermediate

Human Resources staff to college employees: $527/4=131.74$

Summary of Human Resource Responsibilities:

Personnel Aide

- New employee orientation – Classified/unclassified professionals
- Classified/unclassified professionals performance evaluations-monitors
- Classified/unclassified professional personnel transactions
- Faculty leave balance
- Continuing Ed/Customized Training personnel transactions
- W4 & savings bond input
- SIGMA
- Designated Department Insurance Representative
- Retirement – classified/unclassified professionals
- Deferred Comp/TSA’s – classified/unclassified professionals
- Tuition waivers – classified/unclassified professionals

Office and Administrative Specialist-Intermediate

- New employee orientation – faculty
- Faculty personnel transactions

- W4 & savings bond input
- Retirement – faculty
- Deferred comp/TSA's – classified/unclassified professionals
- Tuition waivers – faculty

Human Resources Director:

- Job analysis
- Classification review/recommendations
- Faculty performance evaluations – monitor
- Staff appointment letters
- Classified/unclassified professional layoffs
- Seasonal layoffs
- Retirement
- Deferred Comp/TSA's
- Tuition waivers
- Sabbatical notifications (In collaboration with President)
- Contract interpretation
- Classified/unclassified professional grievances (In collaboration with supervisor)
- Arbitration hearings (In collaboration with Academic Affairs)
- Affirmative Action Officer
- ADA for employees (In collaboration with Access Director)
- Worker's Compensation
- Reemployment insurance
- FMLA

Human resources Director participate on the following committees:

- President's Council
- Manager's Council
- Labor/Management -AFSCME

Additional Information:

President's Secretary:

- Employee recognition

Academic Affairs:

- Part-time faculty appointment letters
- Faculty performance evaluations
- Sabbatical approvals (In collaboration with President)
- Monitor sabbatical reports
- Faculty grievances (In collaboration with Human Resources Director and President)
- MCCFA summer rotation

Comments:

- No wellness program
- No assessment testing
- Safety training – MacNeil
- Discriminatory harassment investigations handled by one of two Sexual Harassment Officers
- College feels it has a good process for determining and monitoring insurance eligibility and faculty leave usage. It also has a strong teaching and learning committee for faculty.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Norma Paulson. June, 2000

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Fergus Falls Community College

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Employee Demographics:

Faculty – Regular (210, 224)	83
Faculty – Non Unit (218)	21
AFSCME (202, 203, 206, 207)	28
Classified –Non Unit (218)	7
Commissioner’s Plan (217)	4
MAPE (214)	13
MMA (216)	2
Managers/Administrators (220)	3
Total faculty and staff	161

Human Resources Staffing:

Human Resources Director (Personnel Director 1) –**Reports to President**
Personnel Aide
Office and Administrative Specialist (50%)
One Student Worker for 10 hours a week during academic year – 40 hours during summer

Human Resources staff to college employees: $161/2.5=64.4$

Summary of Human Resources Responsibilities:

Personnel Aide:

- All personnel transactions
- All leave accruals
- Verify payroll
- Continuing education/customized training personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Monitor part-time faculty step movement
- Track intermittents
- Employment verifications
- Tuition waivers
- Worker’s Compensation input
- Re-employment compensation input
- OSHA log
- Data warehouse reports
- Budget projections

Office and Administrative Specialists:

- Clerical support
- Secretary support for Vice President of Academic Affairs

Human Resources Director:

- New employee orientation – (classified-as hired, faculty 3-4 hour program)
- Employee recognition (In collaboration with Academic Affairs)
- Job analysis
- Classification review and recommendations
- Monitor probationary periods
- Faculty performance evaluations
- All layoff notices
- Terminations and dismissals
- Dispute resolution-mediation (classified)
- Notices to seasonal employees
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA's
- Classified grievances (First and Second Steps)
- Arbitration Action Officer
- ADA for employees
- Worker's Compensation
- Reemployment insurance
- FMLA
- Discriminatory harassment investigations (Classified employees)

Human Resources Director participates on the following committees:

- Administrative Team
- Safety Committee

Additional Information:

Business Office:

- Mass Time
- Verify payroll
- Payroll reconciliation
- W4 & savings bond input

Academic Affairs:

- MCCFA summer rotations

Secretary to President:

- Sabbatical notification
- Monitor sabbatical reports

Comments:

- Safety training – MacNeil
- Staff development – classified committee, faculty through association – final approval by President
- Discriminatory harassment investigations (Students) – Student Services Counselor
- No assessment testing
- No wellness Program
- Do not use SIGMA
- Logical for Human Resources to report to President due to the college-wide focus of Human Resources. Reporting to someone else may narrow the focus of Human Resources.
- A director will write the Affirmative Action Plan except for Human Resources information.
- College strength: search committees both through their forms and planning and the certain of various forms to assist supervisors.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and a telephone conversation with Joanne Houge. May, 2000

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Inver Hills Community College

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Employee Demographics:

Faculty – Regular (210, 224)	138
Faculty – Non Unit (218)	19
AFSCME (202, 203, 206, 207)	64
Classified – Non Unit (218)	12
Commissioner’s Plan (217)	3
MAPE (214)	19
MMA (216)	7
Managers/Administrators (220)	12
Total faculty and staff	274

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 1) **Reports to President**
Personnel Aide Senior
Office and Administrative Specialist

Human Resources staff to college employees: $274/3=91.33$

Summary of Human Resources Responsibilities:

Personnel Aide Senior:

- New employee orientation
- Classification review/recommendations
- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Continuing Ed/Customized Training personnel transactions
- Track intermittent hours
- Seniority rosters
- Seasonal layoffs
- W4 input
- Designated Department Insurance Representative
- Retirement

- Deferred Comp/TSA's
- Data warehouse reports
- HR website

Office and Administrative Specialist:

- Clerical support
- Tuition waivers
- Affirmative Action supplemental data

Human Resources Director:

- Oversee employee orientation and convocation
- Employee recognition
- Job analysis
- Classification review/recommendations
- Delegated authority for AFSCME classifications
- Faculty performance evaluations (In collaboration with Academics)
- Dispute resolution
- Sabbatical approvals (In collaboration with Academics and President)
- Sabbatical report monitoring
- Training
- Faculty grievances (Step 1)
- Other grievances (Step 2)
- Contract interpretations
- Arbitration hearings
- Affirmative Action/Diversity Officer
- ADA for employees
- Worker's Compensation
- FMLA
- Discriminatory harassment investigations (Student and Employees)
- Budget projections
- Organizational designs studies

Human Resources Director participates on the following committees:

- Management Team
- Affirmative Action
- Diversity
- Meet and Confer (non-faculty)
- Safety
- All staff development committees

Additional Information:

President or President's Office:

- Faculty layoffs (In collaboration with Human Resources Director)

- Classified/unclassified professional layoffs (In collaboration with Human Resources Director)

Business Office:

- Mass time
- Classified/unclassified professional leave balances
- Faculty leave balances
- Payroll reconciliation
- Student payroll
- Savings bond input

Comments:

- Wellness Program – Health Services
- Safety Training – Safety Committee
- Staff Development – Three committees: faculty, classified, and mid-management
- No assessment testing
- College strength: search process

Information obtained via position descriptions, organizational chart, MnSCU data employee demographics and telephone conversation with Julie Jones. June, 2000

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Normandale Community College

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Employee Demographics:

Faculty – Regular (210, 224)	224
Faculty – Non Unit (218)	323
AFSCME (202, 203, 206, 207)	105
Classified – Non Unit (218)	7
Commissioner’s Plan (217)	5
MAPE (214)	42
MMA (216)	13
Managers/Administrators (220)	15
Total faculty and staff	510

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 2) – **Reports to President**
Personnel Officer
Personnel Aide Senior
Personnel Aide
Office and Administrative Specialist

Human Resources staff to college employees: 510/5=102

Summary of Human Resources Responsibilities:

Personnel Officer:

- New employee orientation
- Supervises HR staff
- Supervisory training
- Job analysis
- Classifies/unclassified professionals classifications
- Classifies/unclassified professionals performance evaluations
- Classifies/unclassified professional appointment letters
- Monitor probation’s
- Seasonal layoffs
- Provides HR counseling to supervisors and staff
- Contract interpretations

Personnel Aide Senior:

- Classified leave accruals
- SIGMA

- Faculty and administrative personnel transactions
- Full-time faculty appointment letters
- Faculty special payments
- Monitor part-time faculty salaries
- Review payroll register
- Faculty seniority roster
- Designated Department Insurance Representative – Faculty and Administrators
- Retirement – Faculty and Administrators
- Deferred Comp/TSA's – Faculty and Administrators
- Sabbatical notifications
- Data warehouse reports

Personnel Aide:

- Classified personnel transactions
- Bi-weekly faculty payroll input
- Verify payroll
- Continuing education/customized training personnel transactions
- Classified seniority roster
- Exit interviews
- Designated Department Insurance Representative – Classified
- Retirement – Classified
- W4 & savings bond input
- Member Safety Committee
- Worker's Compensation input
- FMLA
- OSHA 2000 report
- Ergonomic evaluations

Office and Administrative Specialist:

- Clerical support
- Coordinates faculty, unclassified and administrative hires
- Employment verifications

Human Resources Director:

- Full-time appointment letters
- Faculty layoff notices
- Classified layoff notices
- Faculty searches
- Search committees
- College-wide staff development and budgets
- Develops and writes HR policies/procedures
- Draft faculty and administrative appointment letters
- Creates and monitors performance goals and services for HR unit

- Manages worker's compensation
- Manages reemployment compensation
- Conduct misconduct investigations
- Faculty grievances
- Classified grievances
- Contract interpretation
- Discriminatory harassment investigations (students and employees)
- Arbitration hearings
- Affirmative Action Officer
- American with Disabilities Act

Human Resources Director participants on the following committees:

- President's Cabinet
- Monthly Administrative Meeting
- Faculty Meet and Confer
- Affirmative Action Committee

Additional Information:

Business Office

- Payroll verification
- Verify payroll
- Student payroll

Office of College Development/Foundation

- Employee recognition
- Faculty recognition evening

Academic Affairs

- Faculty performance evaluations
- Monitor sabbatical reports
- Part-time faculty appointment letters

Dean of Students and Financial Aid Director

- Discriminatory harassment investigations (students and employees)

Comments:

- Staff development?
- No wellness program – fitness center
- College strengths:
 - Search committees
 - Supervisor training effort
 - Benefit services to employees
- Big plans for HR web site

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Sharon Harris. May, 2000

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North Hennepin Community College

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Employee Demographics:

Faculty – Regular (210, 224)	179
Faculty – Non Unit (218)	20
AFSCME (202, 203, 206, 207)	100
Classified – Non Unit (218)	4
Commissioner’s Plan (217)	3
MAPE (214)	23
MMA (216)	12
Managers/Administrator (220)	13
Total Faculty and staff	354

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 2) – **Reports to President**
Personnel Aide Senior
Personnel Clerk Senior
Office Specialist (.5)

Human Resources staff to college employees:

$354/3.5=101.14$

Summary of Human Resources Responsibilities:

Personnel Aide Senior:

- New employee orientation
- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Part-time faculty appointment letters
- Continuing Ed/Customized Training personnel transactions (Most instructors are paid by invoices)
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s

Account Clerk Senior:

- Mass time
- Savings bonds
- W-4

- Classified/unclassified professional leave balances
- Payroll reconciliation
- Faculty leave balances
- Student payroll
- Verify payroll
- Track intermittent hours

Office Specialist:

- Clerical support

Human Resources Director:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Staff appointment letters
- Faculty layoffs (In collaboration with Academic Affairs)
- Classified/unclassified professional layoffs
- Terminations/dismissals
- Dispute resolution (depending on circumstances)
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA's
- Tuition waivers
- Sabbatical notifications
- Contract interpretation
- Affirmative Action Officer
- ADA for employees
- Reemployment insurance
- FMLA
- Discriminatory harassment investigators for employees (also Director of Cultural Diversity)
- Budget projections

Human Resources Director participates on the following committees:

- President's cabinet
- President's EOV – MCCFA
- Safety/Security
- Diversity Council
- All-College Staff Development Committee
- Labor/Management

Additional Information:

President or President's Office:

- Employee recognition

- Faculty grievances
- Classified/unclassified professional grievances (In collaboration with President)
-

Academic Affairs:

- Faculty performance evaluations
- Sabbatical approvals (In collaboration with President)
- Monitor sabbatical reports

Comments:

- Wellness Committee
- Safety Training – MacNeil
- Discriminatory harassment investigations (students) Director of Cultural Diversity & Director of Student Life
- Data warehouse reports – Database Administrator
- No assessment testing
- Staff Development – four committees (i.e. faculty, professional, classified, and all college)
- Two new employee dinners – one for faculty and one for classified/unclassified professionals
- College strength: hiring practices/search committees – very clean and well documented.

Information obtained via positions descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Sue Appelquist. June, 2000

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Personnel Aide Senior:

- MCCFA and AFSCME personnel transactions
- Hiring of classified and unclassified professional employees
- Track intermittent hours
- Monitors performance evaluation and probation for classified and unclassified professional employees
- W4 & savings bond input
- Worker's Compensation
- Department computer expert (In the process of creating the HR web site. Developed an on-line time sheet, which records vacation and sick balances.)
- Power point presentations
- Form development

Office and Administrative Specialist – Intermediate:

- Clerical support
- Affirmative Action quarterly report
- Hiring process – tracking, correspondence
- Adjunct hiring process
- Seniority rosters
- Back-up payroll – student & employee
- Employee handbook
- Postings/position descriptions

Account Clerk:

- Mass time entry (A Separate Excel spreadsheet is maintained to identify discrepancies in SCUPPS.)
- Leave records
- Business expenses
- Monthly insurance billings

Human Resources Director:

- Reports directly to the college President (This is a strong relationship, which is working very well.)
- Oversees the employee orientation program (A two-day event at the beginning of fall semester.)
- Employee recognition dinner (one dinner to honor all retirees)
- All layoffs
- Reviews faculty load reports
- Plans at least two of the days for college-wide attendance
- Chairs all search committees (may have personnel officer and personnel aide senior assist during heavy hiring periods.)
- Hiring classified/unclassified professionals
- Job analysis-college-wide staffing issues
- Delegated authority for certain AFSCME classes

- College-wide training
- Grievances at all levels
- Deals with faculty on instructional/disciplinary issues
- All arbitration hearings
- Contract interpretation
- Sabbatical notifications
- Monitor sabbatical reports
- Mediation of employee/department disputes
- Affirmative Action Officer
- American with Disabilities Act as it performs to employees
- All discriminatory investigations (students and employees)
- Supervises faculty secretaries
- Drug testing and training
- MCCFA summer rotation
- Budget assumptions/projections

Human Resources Director participates on the following committees:

- Labor/Management
- Meet and Confer
- Supervisor's Group
- Administrative Council
- Other committees as needed.

Additional Information:

Academic Affairs:

- Sabbatical approvals (In collaboration with President and Human Resources Director)

Comments:

- New employee orientation is scheduled for two days at the beginning of fall semester. Mini version of orientation held on an as need basis with individuals invited to the full session in the fall.
- Safety training – MacNeil.
- Central Lakes strength: employee orientation, assessment testing of employees, dealing with performance issues, involvement throughout the college, negotiation, following the contracts, and the president is respected.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and a 3-day campus visit. May, 2000

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Century College – A Community and Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	298
Faculty – Non Unit (218)	345
AFSCME (202, 203, 206, 207)	148
Classified – Non Unit (218)	16
Commissioner’s Plan (217)	5
Health Professionals (204)	2
MAPE (214)	48
MMA (216)	18
Managers/Administrators (220)	23
Total faculty and staff	903

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 2) – **Reports to Vice President of finance**

Personnel Aide Senior

Personnel Aide

Office and Administrative Specialist – Intermediate (3)

Human Resources staff to college employees: 903/6=105.5

Summary of Human Resources Responsibilities:

Personnel Aide Senior:

- Payroll reconciliation
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s
- Data warehouse reports
- New employee orientation
- Department computer expert

Personnel Aide:

- Faculty personnel transactions
- Part-time faculty appointment letters
- Retirement

Office and Administrative Specialist – Intermediate (3):

- Clerical support
- Faculty leave records
- Tuition waivers
- Classified performance evaluations
- Classified and unclassified professionals personnel transactions
- Classified appointment letters
- Hourly UTCE faculty personnel transactions
- UTCE licensure
- Track UTCE step movement
- Continuing Education/Customized Training personnel transactions
- Worker's Compensation
- FMLA

Human Resources Director:

- New employee orientation – as hired
- Job analysis
- Classification review and recommendations
- Employee recognition
- UTCE salary determination (In collaboration with Academic Affairs)
- UTCE unit pre-approval
- New full-time faculty appointment letters
- Faculty layoff notices
- Classified staff layoff notices
- Terminations and dismissals
- Dispute resolution
- Designated Department Insurance Representative
- Retirement
- Sabbatical notifications
- Monitor sabbatical reports
- Faculty grievances (Second step)
- Classified grievances (First and Second steps)
- Contract interpretation
- Staff development
- Affirmative Action Officer
- ADA for employees
- Worker's Compensation
- Reemployment insurance
- Discriminatory harassment investigations (employees)(recently students has been added)
- Budget projections

Human Resources Director participates on the following committees:

- Administrative Council
- Staff development

- Faculty Meet & Confer
- AFSCME Labor/Management

Additional Information:

Academic Affairs:

- Returning full-time faculty appointment letters
- Sabbatical approval (In collaboration with President)
- Faculty grievances (First step)
- MCCFA summer rotation

Business Office:

- Classified leave balances
- Mass time
- W4's
- Student payroll

Comments:

- Wellness program – Physical Education instructor
- Safety training – MacNeil, Physical Plant Director
- Faculty Staff Development – Center for Teaching and Training

Information obtained via position descriptions, organizational chart, and MnSCU data on employee demographics. May, 2000

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**Hibbing Community and Technical College
Itasca Community College
Rainy River Community College**

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Employee Demographics:	Hibbing	Itasca	Rainy River
Faculty – Regular (210,224)	114	74	39
Faculty – Non Unit (218)	154	50	26
AFSCME (202, 203, 206, 207)	54	28	11
Classified – Non Unit (218)	15	4	1
Commissioner’s Plan (217)	128?	1	1
MAPE (214)	21	17	10
MMA (216)	3	1	2
Managers/Administrators (220)	7	3	4
Total faculty and staff	496	178	94

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 2) **Reports to the (3)**

Provosts

- Personnel Aide (2)
- Accounting Technician

Human Resources staff to college employees: 768/3.75=204.8

Summary of Human Resources Responsibilities:

Personnel Aides (2):

- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Continuing Ed/Customized Training personnel transactions (Most interviews are paid by invoice).
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s
- FMLA

Accounting Technician:

- Mass time
- W-4 & savings bond input

- Payroll reconciliation
- Worker's Compensation
- Reemployment compensation

Human Resources Director:

- Job analysis
- Classification review/recommendations
- UTCE salary determinations (In collaboration with Academic Affairs)
- Licensure
- Classified/unclassified professional layoffs (In collaboration with department head)
- Dispute resolution/mediation
- Seasonal layoffs
- Tuition waivers
- Monitor sabbatical reports
- Faculty grievances (In collaboration with Academic Affairs)
- Classified/unclassified professional grievances
- Contract interpretation
- Arbitration hearings
- Affirmative Action Officer

Human Resources Director participates on committees when specifically invited.

Additional Information:

President's Office:

- Terminations/dismissals
- Sabbatical approvals
- Classified/unclassified professional leave balances
- Faculty leave balances

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination (In collaboration with Human Resources Director)
- UTCE unit pre-approval
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Faculty layoff notices
- Sabbatical notification
- Faculty grievances (In collaboration with Human Resource Director)

Department Heads:

- Appointment letters
- Classified/unclassified professional layoffs (In collaboration with Human Resources Director)

Business Office:

- Student payroll

Comments:

- No formal new employee orientation
- No employee recognition program
- Assessment testing- Tap Dance
- Wellness Program – Faculty member on duty days
- Safety training through Safety and Health faculty
- ADA for employees – various individuals on each campus
- Discriminatory harassment investigations – Human Rights Officers on each campus
- Data warehouse reports run by Office of Institutional Research
- College has a good search process and tracking system for performance evaluations

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Linda Danielson. June, 2000

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Lake Superior Community and Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	185
Faculty – Non Unit (218)	183
AFSCME (202, 203, 206, 207)	75
Classified – Non Unit (218)	10
Commissioner’s Plan (217)	5
MAPE (214)	21
MMA (216)	14
Managers/Administrators (220)	9
Total faculty and staff	502

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 2) **Reports to**

President

Personnel Officer

Office and Administrative Specialist

Human Resources staff to college employees: 502/3=167.33

Summary of Human Resources Responsibilities:

Personnel Officer:

- Classified/unclassified professional performance evaluations
- MCCFA faculty personnel transactions
- MCCFA leave balances
- Classified/unclassified professional personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Dispute resolution
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s
- Worker’s Compensation
- FMLA
- Track intermittent hours

Office and Administrative Specialist:

- Clerical support

- UTCE faculty personnel transactions
- UTCE faculty leave records
- Full- time faculty appointment letters
- Part-time faculty appointment letters
- Other appointment letters
- Tuition waivers
- Continuing Ed/Customized training personnel transactions
- UTCE hourly faculty

Human Resources Director:

- New employee orientation
- Employee recognition
- Job analysis
- Classification review/recommendations
- UTCE salary determination
- UTCE licensure
- Faculty layoffs
- Classified/unclassified professional layoffs
- Wellness program
- Sabbatical notifications
- Sabbatical report monitoring
- Faculty grievances (In collaboration with Academic Affairs and President)
- Other grievances (In collaboration with supervisor)
- Contract interpretation
- Arbitration hearings
- Affirmative Action Officer
- ADA for employees
- Reemployment insurance
- Discriminatory harassment investigations for students and employees (In collaboration with others)

Human Resources Director participates on the following committees:

- President's Cabinet
- Executive Council
- All meet & confers
- Supervisor's Round Table
- Affirmative Action Committee
- Staff Development
- Safety
- Student Life

Additional Information:

Academic Affairs:

- Faculty performance evaluations

- UTCE unit pre-approvals
- Sabbatical approvals
- MCCFA summer rotations

Business Office:

- Classified leave balances
- Payroll reconciliation
- Student payroll
- W4's
- Savings bonds

Comments:

- Budget projections – everyone does their own
- Safety training – Facilities-maintenance supervisor
- Assessment testing is internal based on position (spreadsheet, writing, etc.)
- Staff Development – College-wide, members of CTL (center for Teaching and Learning) member of committee- special committee within MCCFA and UTCE to determine use of contractual funds
- New employee orientation – 3-4 hours beginning of fall and spring semesters. Other hires done on a one-on-one and invited to fall and/or spring large session.
- President makes final decision on all permanent hires
- Administrative Council meets for a full-day – review all activities and proposed initiatives
- College strength: communication and blending of cultures.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and campus visits with Mary Youngstrand. June, 2000

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**Mesabi Range Community & Technical College
Vermillion Community College**

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Employee Demographics:

Faculty – Regular (210, 224)	131
Faculty – Non Unit (218)	175
AFSCME (202, 203, 206, 207)	68
Classified – Non Unit (218)	9
Commissioner’s Plan (217)	4
MAPE (214)	36
MMA (216)	7
Managers/Administrators (220)	9
Total faculty and staff	438

Human Resources Staffing:

Human Resources Director (MnSCU Admin. Range 2) **Reports to Provost**
Personnel Officer
Personnel Aide

Human Resources staff to college employees: 438/3=146

Summary of Human Resources Responsibilities:

Personnel Officer:

- Employee recognition program
- Classified/unclassified professionals personnel transactions
- Faculty personnel transactions
- Part-time appointment letters
- Classified/unclassified professionals appointment letters
- Seniority rosters
- Hourly UTCE faculty
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s
- Wellness Program
- Sabbatical notifications
- Worker’s Compensation
- Re-employment compensation
- FMLA

Personnel Aide:

- Faculty leave balances
- Classified/unclassified professional leave balances
- Classified/unclassified performance evaluations (In collaboration with Human Resources Director)
- Payroll reconciliation (In collaboration with Business Office)
- Continuing Ed/Customized Training personnel transactions
- Tuition waivers
- Verify payroll input
- Data warehouse reports

Human Resources Director:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Delegated authority for classifications
- Staff performance evaluations
- Faculty performance evaluations (In collaboration with Provost)
- UTCE salary determination (shared with Provost)
- Full-time faculty appointment letters (In collaboration with Dean and Provost in Provost in form of staffing plan)
- Faculty layoffs
- Classified/unclassified professional layoffs
- Terminations/dismissals
- Dispute resolution/mediation
- Tuition waivers
- Sabbatical report monitoring
- Faculty grievances (In collaboration with Provost)
- Classified/unclassified professional grievances
- Contract interpretation
- Affirmative Action Officer (discussing whether this is appropriately placed)
- ADA for employees
- Worker's Compensation
- Discriminatory harassment investigations (Employees)
- Budget projections
- MCCFA summer rotation

Human Resources Director participates on the following committees:

- President's Cabinet
- Staff development – College-wide steering committee
- Health Promotion
- Budget
- Faculty Meet and Confer

Additional Information:

Business Office:

- Mass time
- Payroll reconciliation
- W4/savings bonds
- Student payroll

- No assessment testing
- Safety training – Customized Training Department
- Staff Development – Steering Committee with representation from all bargaining units
- Sabbatical approvals -- Provost

Comments:

- Large Continuing Education/Customized Training program for college of their size.
- Human Resources strength: classification abilities – understands classifications, write appropriate position descriptions, etc. no guess work. Always send appropriate classification recommendations to MnSCU.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Patti Delich. May, 2000

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Minneapolis College – A Community & Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	285
Faculty – Non Unit (218)	181
AFSCME (202, 203, 206, 207)	138
Classified – Non Unit (218)	1
Commissioner’s Plan (217)	5
MAPE (214)	58
MMA (216)	21
Managers/Administrators (220)	21
Total Faculty and staff	710

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 2)-**Reports to Vice President of finance**

Personnel Aide (2)

Personnel Aide, Senior

Office and Administrative Specialist

Employee Development Specialist 2 (in process of filing position) [changing to Personnel Officer]

Additional Staff involved in Human Resources Function:

Director of Legal and Administrative Affairs – Reports to President

Human Resources staff to college employees:

710/6=118.33

Summary of Human Resources Responsibilities:

Personnel Aides:

- Unclassified professional searches
- Classified hiring
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA’s
- New employee orientation (This will change when EDS position is filled.)
- Classified performance evaluations
- Classified appointment letters for Director’s signature
- Classified seniority rosters

- Worker's compensation
- Re-employment insurance
- FMLA
- Data warehouse (eventually)

Personnel Aide Senior:

- Faculty transactions
- Faculty and Administrative hiring
- Faculty leave records
- Supervises student workers
- Monitors HR budget
- Faculty seniority rosters
- UTCE hourly faculty personnel transactions
- Continuing education/customized training personnel transactions

Office and Administrative:

- Clerical support
- Tuition waivers

Employee Development Specialist 2: [changing to Personnel Officer]

- College-wide training and development
- New employee orientation
- Employee recognition program
- Project work (professional level)
- Job audits

Human Resources Director:

- Classification and reallocations of classified staff
- Lay-off activity
- UTCE unit pre-approval
- Terminations (In collaboration with Director of Legal & Administrative Affairs)
- Contract interpretations (In collaboration the Director of Legal & Administrative Affairs)
- Develop policies and procedures

The Human Resources Director participates on the following committees:

- Presidents Council
- Human Resources Task Force
- Orientation
- Mentoring
- Meet and Confer
- Dean's Committee

Director of Legal and Administrative Affairs:

- Dispute resolution/mediation
- Terminations/dismissals
- Review faculty loads
- Budget analysis
- All grievances
- Arbitration hearings
- American with Disabilities Act
- Discriminatory investigations (both student and employee)

Academic Affairs:

- UTCE licensure
- UTCE salary determination
- UTCE unit pre-approval
- Faculty performance evaluations
- All faculty appointment letters

Business Office:

- Mass time
- Payroll reconciliation
- Classified/unclassified professional leave accruals
- W4 & savings bond input

Comments:

- Affirmative Action Officer – separate position
- Wellness program – Physical Education instructor (holds one wellness event each year)
- Safety training – outside consultant

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and a 1-day campus visit. May, 2000

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Minnesota West Community and Technical College

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Employee Demographics:

Faculty – Regular (210,224)	180
Faculty – Non Unit (218)	289
AFSCME (202, 203, 206, 207)	86
Classified – Non Unit (218)	23
Commissioner’s Plan (217)	4
MAPE (214)	39
MMA (216)	16
Managers/Administrative (220)	15
Total faculty and staff	652

Human Resources Staffing:

Human Resources Director (MnSCU Admin. Range 1) – **Reports to Vice President of Finance & Human Resources**

Personnel Aide

Office and Administrative Specialist (75%)

Human Resources staff to college employees: $652/2.5=260.8$

Summary of Human Resources Responsibilities:

Personnel Aide:

- All personnel transactions
- Classification review and recommendations
- Classified performance evaluations (In collaboration with Human Resources Director)
- Continuing ed/customized training personnel transactions
- Full-time faculty appointment letters
- Seniority rosters
- Monitor classified probation periods
- Faculty and classified postings
- Track UTCE units for step movement
- Designated Department Insurance Representative
- Retirement
- Deferred comp/TSA’s
- Tuition waivers
- Affirmative Action quarterly reports

- Worker's Compensation
- Re-employment compensation
- FMLA

Office and Administrative Specialist:

- Clerical support (also supports Business Office and Physical Plant)
- Payroll verification
- Tuition waivers
- Purchase orders

Human Resources Director:

- New employee orientation – as hired
- Job analysis
- Delegated authority for classifications
- Classified performance evaluations
- Individual growth plans
- UTCE unit pre-approvals
- Faculty layoff notices
- Classified layoff notices
- Sabbatical notifications
- Drug testing and training
- American's with Disabilities Act (employees)
- Data warehouse reports

Human Resources Director participates on the following committees:

- Safety
- Civil Rights
- Library
- Labor Management
- Meet and Confer

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination
- UTCE licensure
- Part-time faculty appointment letters
- Sabbatical application collection
- MCCFA summer rotation

Business Office:

- Mass time
- Classified leave records
- Payroll reconciliation

- Faculty leave records
- Student payroll (not same person as mass time input)
- W4 and savings bond input

Vice President of Finance & Human Resources:

- Faculty grievances
- Classified grievances
- Arbitration hearings
- Discriminatory harassment investigations (employees)
- Budget projections

Comments:

- Discriminatory harassment investigations (students) – Deans and Support Services Manager
- Affirmative Action – MnSCU Program Supervisor II (small portion of position)
- No employee recognition program
- No assessment testing
- No wellness program
- Not clear who monitors receiving sabbatical reports
- Staff development is handled by internal committees – committee designates who will sign-off on use of funds each year.

Information obtained via position descriptions, organizational chart, MnSCU data on FY2000 head count enrollment, MnSCU data employee demographics and a 3-day campus visit.
May 2000

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Northland Community and Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	103
Faculty – Non Unit (218)	70
AFSCME (202, 203, 206, 207)	38
Classified – Non Unit (218)	12
Commissioner’s Plan (217)	4
MAPE (214)	19
MMA (216)	5
Managers/Administrators (220)	6
Total faculty and staff	257

Human Resources Staffing:

Human Resources Director (Personnel Director 1) *Reports to President*
Personnel Clerk
Account Clerk Senior (75%)
Office and Administrative Specialist

Human Resources staff to college employees: 257/3.75=68.53

Summary of Human Resources Responsibilities:

Personnel Aide:

- New employee orientation (individual hires)
- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Payroll reconciliation
- Faculty leave balances
- Continuing Ed/ Customized Training personnel transactions
- Hourly UTCE faculty personnel transactions
- Monthly insurance billing for retirees
- Retirement
- Deferred Comp/TSA's
- Reemployment Compensation
- Data warehouse reports

Account Clerk Senior:

- Mass time

- W-4 and savings bond input
- Verify payroll
- Classified/unclassified professional leave balances
- Student payroll
- Business expenses

Office and Administrative Specialist:

- Clerical support
- Back-up receptionist for the college
- Enter employee set-up screens in MnSCU system
- Posting & position descriptions
- Summer faculty clerical support
- Classified/unclassified professional performance evaluations – monitors
- Faculty leave balances
- Full-time faculty appointment letters (In collaboration with Human Resources Director)
- Assists with Worker's Compensation
- Hiring process – tracking & correspondence

Human Resources Director:

- New employee orientation – 2 day session at the beginning of fall semester
- Job analysis
- Classification review/recommendations
- Seniority rosters
- Faculty performance evaluations – monitors
- UTCE salary determination
- UTCE Licensure
- Track UTCE units for step movement
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Staff appointment letters
- Faculty layoffs (In collaboration with Academic Affairs)
- Classified/unclassified professional layoffs
- Terminations/dismissals
- Tuition waivers
- Wellness program
- Sabbatical notifications
- Contract interpretation
- Staff grievances
- Arbitration hearings
- Affirmative Action Officer
- Affirmative Action quarterly report
- ADA for employees
- Worker's Compensation

- Reemployment insurance
- FMLA
- Discriminatory harassment investigations (employees and students)
- Create policies and procedures for Human Resources
- Arranges for contracted campus security and security report
- Personnel budget projections
- Employee handbook
- Oversee search process – conduct search committee orientation

Human Resources Director participates on the following committees:

- President's Cabinet
- Meet and Confer – general
- Meet and Confer – Physical Plant/Facilities
- Meet and Confer – MAPE
- Labor/Management – AFSCME
- NCA (Human Resources/Development)
- Co-chair Affirmative Action

Additional Information:

President's Assistant:

- Employee recognition

Academic Affairs:

- Faculty performance evaluations – conducts
- Faculty grievances (In collaboration with President and Director of Human Resources)
- Sabbatical approvals (In collaboration with President)
- UTCE unit pre-approval (appropriate Dean)

Comments:

- No assessment testing
- Safety training – MacNeil

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Becky Holthusen. June, 2000

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Ridgewater College, A Community & Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	242
Faculty – Non Unit (218)	165
AFSCME (202, 203, 206, 207)	104
Classified – Non Unit (218)	25
Commissioner’s Plan (217)	4
MAPE (214)	36
MMA (216)	11
Managers/Administrative (220)	11
Total faculty and staff	600

Human Resources Staffing:

Human Resources Director (MnSCU Admin. Range 2) –**Reports to President**
Personnel Officer (Hutchinson)
Personnel Aide Senior (Wilmar)
Personnel Aide (Hutchinson)

Human Resources staff to college employees: 600/4=150

Summary of Human Resources Responsibilities:

Personnel Officer:

- New employee orientation (one-on-one)
- Job analysis
- Classification review/recommendations
- Classified performance evaluations
- Designated Department Insurance Representative
- Contract interpretations
- Tuition waivers

Personnel Aide Senior:

- New employee orientation
- Policy team
- Classified and unclassified professionals personnel transactions
- Advisory testing
- Job analysis
- Classification review/recommendations
- Designated Department Insurance Representative

- Tuition waivers
- Contract interpretation
- UTCE hourly faculty
- Continuing education/customized training personnel transactions

Personnel Aide:

- Classified performance evaluations
- Classified personnel transactions
- Faculty personnel transactions

Human Resources Director:

- New employee orientation – (MCCFA and administrators – one-on-one)
- Faculty grievances (Second step)
- Classified grievances (First and second steps)
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA's
- Contract interpretation
- Affirmative Action Officer
- FMLA
- Data warehouse reports
- Seasonal layoff letters

Human Resources Director participates on the following committees:

- President's Cabinet
- Policy Team
- All search committees
- Classified Meet and Confer
- Staff Development (classified)

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE salary determination (In collaboration with Human Resources-President final approval)
- Part-time faculty appointment letters
- Sabbatical notifications
- Sabbatical approval (In collaboration with President)
- Sabbatical report monitoring
- MCCFA summer rotation
- Faculty staff development (Sign-off by President)
- Faculty grievances (first step)

President:

- New employee orientation (10 weeks-different topic each morning)
- Faculty layoffs (In collaboration with Human Resources)
- Other layoffs (In collaborations with Human Resources)
- Full-time faculty appointment letters (In collaboration with Human Resources)
- Other appointment letters

Business Office

- Faculty leave balances
- Payroll reconciliation
- Classified leave balances
- Student payroll
- Re-employment compensation
- Track intermittent hours
- Verify payroll
- Data warehouse reports
- W4/savings bond input

Curriculum Specialist:

- UTCE licensure
- UTCE unit pre-approval

Resource Center:

- Americans with Disabilities Act
- Discriminatory harassment investigations (student and employees)

Comments:

- Terminations/Dismissals – immediate supervisor in collaboration with Human Resources
- Dispute resolutions/mediation – Employee Assistance Program
- Safety Training – MacNeil
- Classified Staff Development Committee (Sign-off by President)
- No employee recognition program
- No assessment testing
- No wellness program
- Do not use SIGMA
- Large customized training program
- College excels in its orientation of new employees

Information obtained via positions descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Mary Ann Canon. May, 2000

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Rochester Community and Technical College

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Employee Demographics:

Faculty – Regular (210, 224)	218
Faculty – Non Unit (218)	141
AFSCME (202, 203, 206, 207)	91
Classified – Non Unit (218)	23
Commissioner’s Plan (217)	5
Health Professions (205)	1
MAPE (214)	47
MMA (216)	17
Managers/Administrators (220)	13
Total faculty and staff	556

Human Resources Staffing:

Human Resources Director (MnSCU Administrator Range 2) - **Reports to President**
Personnel Aide
Office and Administrative Specialist – Intermediate
Office and Administrative Specialist

Human Resources staff to college employees: 556/4=139

Summary of Human Resources Responsibilities:

Personnel Aide:

- New employee orientation
- Classified/unclassified professionals performance evaluations
- Classified/unclassified professional personnel transactions
- Faculty personnel transactions
- Continuing Ed/Customized Training personnel transactions
- Designed Department Insurance Representative
- Deferred Comp/TSA’s
- Worker’s Compensation
- Reemployment compensation
- FMLA (primary)
- Data warehouse reports
- Classified seniority rosters
- Retirement (all employees)
- Staff appointment letters

Office and Administrative Specialist – Intermediate:

- Classified/unclassified professional leave balances
- Payroll reconciliation
- Faculty leave balances
- Worker's Compensation
- Track intermittent hours
- Labor distribution
- W4, savings bonds, direct deposit, etc.
- Mass time entry

Office and Administrative Specialist:

- Office receptionist and clerical supports
- Maintains personnel and applicant files
- Hiring process (correspondence, database management, scheduling search committee meetings, candidate interviews, etc.)
- Supervision and training of work-study students

Human Resources Director:

- Employee handbook
- Employee recognition
- Job analysis
- Classification review/recommendations
- Postings/vacancy announcement/job descriptions
- Assessment testing
- UTCE salary determination (In collaboration with Academic Affairs)
- Licensure
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Faculty layoffs (In collaboration with President)
- Classified/unclassified professional layoffs (In collaboration with President)
- Terminations/dismissals (In collaboration with supervisors and/or President)
- Dispute resolution/mediation
- Designated Department Insurance Representative (secondary)
- Retirement
- Tuition waiver
- Sabbatical notifications
- Monitor sabbatical reports
- Faculty grievances (In collaboration with President)
- Non- faculty grievances (In collaboration with President)
- Contract interpretation
- Arbitration hearing (In collaboration with President)
- Affirmative Action Officer
- ADA for employees

- FMLA (secondary)
- Discriminatory harassment investigations (team approach – 2 individuals assigned at each campus)

Human Resources Director participates on the following committees:

- President's cabinet
- Administrative Council
- Faculty Meet and Confer
- Employee Relations Committee
 - Affirmative Action
 - Staff Development Task Force
 - Mentoring Program for all staff

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- UTCE unit pre-approval

Financial Aid:

- Student payroll

Comments:

- Wellness program – Health Services Nurse
- Safety Training – Director of Institutional Services
- Within the college's Employee Relations Committee, under the direction of the HR Director, the committee has initiated the following during the 1999-2000 academic year; staff satisfaction survey, revamped the orientation process, developed new performance evaluation process for non-faculty employees, developed new mentoring program. Future focus to committee will be to review/improve the hiring/search/selection process, review professional development/training process, and college recruitment plan.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Susanne Sheehan. June, 2000

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Metropolitan State University

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Employee Demographics:

Faculty – Regular (209)	409
Faculty—Non Unit (218)	136
AFSCME (202, 203, 206, 207)	96
Classified – Non Unit (218)	10
Commissioner’s Plan (217)	7
Health Professions (205)	1
MAPE (214)	19
MMA (216)	10
University Administrators (211)	51
Managers/Administrators (220)	18
Total faculty and staff	757

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 4) **Reports to Vice President of Administration**

Personnel Officer Senior
Personnel Aide Senior
Personnel Aide
Office and Administrative Specialist – Principle
Office and Administrative Specialist

Human Resources staff to college employees:

$757/6=126.17$

Summary of Human Resources Responsibilities:

Personnel Officer Senior:

- Assessment testing (Tap Dance)
- Job analysis
- Classified contract administration
- Classified performance evaluations
- Classified personnel transactions
- Classified appointment letters
- Classified layoff notices
- Classified seniority rosters
- Dispute resolutions/mediation

- Data warehouse reports
- HR research and reporting
- Supervisory coaching on classified employee matters
- International employment, visa administration

Personnel Aide Senior:

- MSUAASF and managers personnel transactions
- Faculty personnel transactions and workload monitoring
- Full-time faculty appointment letters
- MSUAAF appointment letters
- Managers appointment letters
- Designated Department Insurance Representative
- Retirement administration and reporting
- Deferred Comp/TSA's
- Worker's Compensation
- Reemployment compensation
- FMLA

Personnel Aide:

- Community faculty appointment letters
- Community faculty personnel transactions
- Monitoring community faculty workloads
- Employment verification

Office and Administrative Specialist – Principle

- New employee orientation
- Employee recognition
- Unclassified searches, advertising
- Events coordinator
- Clerical support for Director
- Tuition waivers
- Wellness program
- Customer service training
- Monitor sabbatical reports
- Staff support and minutes for IFO and MSUAASF meet and confer
- Monitor unclassified employee evaluation documentation

Office and Administrative Specialist:

- Clerical support for department
- MSUAASF, faculty and managers leave records
- Data entry
- HR postings

Human Resources Director:

- New employee orientation (4-5 times/year)
- Employee recognition event
- MSUAASF and managers job analysis
- MSUAASF and managers performance evaluations
- Salary equity and general salary administration
- Employee training and development
- Classifies layoffs (In collaboration with Academic Affairs & President)
- Dispute resolution/mediation
- Grievances, MOA's, MOU's for all employee groups
- Managerial searches
- Contract interpretation and Terminations/dismissals
- Planning and consultation with supervisors and managers on all personnel matters.
- Arbitration and unemployment hearings, legal issues

Human Resources Director participates on the following committees: President's Cabinet, IFO and MSUAASF meet and confer, AFSCME, MMA and MAPE labor management meetings, Department head meetings, strategic planning

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- Sabbatical notification

Business Office:

- Classified leave records
- Payroll reconciliation and Student payroll

Comments:

- Safety training –Health and Safety Office
- Affirmative Action – Equal Opportunity and Diversity Office
- Discrimination, harassment investigation (students and employees)- Equal Opportunity and Diversity Office
- ADA – Disabilities Services
- University has a highly regarded orientation program
- HR concludes a popular support annual staff development retreat

Information obtained via positions descriptions, organizational chart, MnSCU data on employee demographics and telephone conversation with Jan Anderson. June, 2000

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Minnesota State University – Mankato

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Employee Demographics:

Faculty – Regular (209)	497
Faculty – Non Unit (218)	56
AFSCME (202, 203, 206, 207)	374
Classified – Non Unit (218)	13
Commissioner’s Plan (217)	13
Engineers (212)	1
Health Professions (205)	3
MAPE (214)	54
MMA (216)	23
University Administrators (211)	96
Managers/Administrators (220)	34
Total faculty and staff	1,164

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 5) *Reports to Vice President of Finance Administration*

Personnel Officer Senior
Personnel Officer (2)
Personnel Aide (2)
Employee Development Specialist 2
Account Clerk Senior

Human Resources staff to college employees:

$1164/8=145.5$

Summary of Human Resources Responsibilities:

Personnel Officer Senior:

- Web site

Personnel Officer (2):

- New employee orientation
- Job analysis
- Classification review/recommendations
- Classified personnel transactions
- Classified performance evaluations

- Faculty personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- MSUAASF appointment letters
- Classified appointment letters
- Faculty layoff notices
- MSUAASF layoff notices
- Classified layoff notices
- Terminations/dismissals
- Dispute resolution/mediation
- Faculty seniority rosters
- Retirement
- Deferred Comp/TSA's
- Wellness program
- Worker's Compensation
- FMLA
- Data warehouse reports

Personnel Aide (2):

- Assessment testing (Tap Dance)
- Administrator performance evaluations
- Classified personnel transactions
- Faculty leave balances
- Mass time
- Seniority rosters
- Tuition waivers
- Safety training
- ADA – for employees
- Worker's Compensation

Employee Development Specialist (2):

- Employee recognition
- Training and development

Account Clerk Senior:

- Classified leave records
- Payroll reconciliation
- Reemployment Compensation

Human Resources Director:

- Dispute resolution/mediation
- Faculty grievances (In collaboration with Academic Affairs)
- Classified grievances (In collaboration with Vice President)
- Contract interpretation

Human Resources Director participates on the following committees

Additional Information:

Academic Affairs:

- Sabbatical notifications
- Sabbatical approval
- Monitor sabbatical reports

Business Office:

- Student payroll

Comments:

- Affirmative Action – Affirmative Action Office
- Discriminatory harassment investigations – Affirmative Action Office

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Gwen Outka. June, 2000

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St. Cloud State University

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Employee Demographics:

Faculty – Regular (209)	616
Faculty – Non Unit (218)	16
AFSCME (202, 203, 206, 207)	358
Classified – Non Unit (218)	9
Commissioner’s Plan (217)	14
Health Professional (205)	6
MAPE (214)	66
MMA (216)	25
University Administrators (211)	99
Managers/Administrator (220)	38
Total faculty and staff	1,247

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 5) *Reports to President*
Personnel Director 1
Personnel Officer Senior
Personnel Officer
Personnel Aide Senior
Personnel Aide (3)
Office and Administrative Specialist – Intermediate

Human Resources staff to college employees:

$1247/9=138.56$

Summary of Human Resources Responsibilities:

Personnel Director 1:

- New employee orientation
- Job analysis
- Classification review/recommendations
- Appointment letters
- Non-faculty layoff notices
- Retirement

Personnel Officer Senior:

- Wellness program
- Safety training
- ADA

Personnel Officer:

- Non-faculty performance evaluations
- Faculty personnel transactions
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- Faculty layoff notices
- Terminations/dismissals
- Retirement

Personnel Aide Senior:

- Non-faculty personnel transactions
- Non-faculty leave records
- Affirmative Action reports

Personnel Aide:

- Employee recognition
- Faculty leave records
- Deferred Comp/TSA's
- Worker's Compensation
- Reemployment compensation
- FMLA

Office and Administrative Specialist – Intermediate

- Clerical support
- Faculty leave balances
- Verify payroll
- Designated Department Insurance Specialist
- Tuition waivers
- Data warehouse reports

Human Resources Director:

- Dispute resolutions/mediation
- Faculty grievances
- Contract interpretation Discriminatory harassment investigations (student and employee)

Human Resources Director participates on the following committees:

Additional Information:

Academic Affairs:

- Faculty performance evaluations
- Sabbatical notifications
- Sabbatical approval
- Monitor sabbatical reports

Business Office:

- Mass time
- Payroll reconciliation
- Student payroll

Comments:

- Affirmative Action – Affirmative Action Office

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Judy Ruegemer. June, 2000

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Winona State University

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Employee Demographics:

Faculty – Regular (209)	422
Faculty – Non Unit (218)	146
AFSCME (202, 203, 206, 207)	188
Classified – Non Unit (218)	21
Commissioner’s Plan (217)	7
Health Professions (205)	3
MAPE (214)	30
MMA (216)	14
University Administrators (211)	63
Managers/Administrators (220)	17
Total faculty and staff	911

Human Resources Staffing:

Human Resources Director (MnSCU Admin Range 4) *Reports to President*
Personnel Officer
Personnel Aide Senior (50%)
Personnel Aide
Office and Administrative Specialist -- Senior

Human Resources staff to college employees:

$911/4.5=202.44$

Summary of Human Resources Responsibilities:

Personnel Officer:

- Job analysis – classified
- Classification review/recommendations – classified
- Classified performance evaluations
- Classified appointment letters
- Classified layoff notifications
- FMLA – classified

Personnel Aide Senior (.50):

- New employee orientation
- Faculty performance evaluations
- MSUAASF performance evaluations
- MSUAASF personnel transactions

- Classified/MSUAASF leave accruals
- Designated Department Insurance Representative
- Retirement
- Deferred Comp/TSA's
- Tuition waivers
- Worker's Compensation
- Reemployment compensation
- Data warehouse reports

Personnel Aide:

- Faculty personnel transactions
- Faculty leave records
- Full-time faculty appointment letters
- Part-time faculty appointment letters
- MSUAASF appointment letters
- HR web site

Office and Administrative Specialist – Senior:

- Clerical support
- Employee recognition
- FMLA – unclassified

Human Resources Director:

- Assessment testing
- Faculty layoffs (In collaboration with Academic Affairs & President)
- MSUASSF layoffs
- Termination/dismissals
- Dispute resolution (depending on circumstances)
- Sabbatical notifications
- Faculty grievances (In collaboration with President)
- Non- faculty grievances (In collaboration with President)
- Contract interpretation
- Affirmative Action Officer
- ADA for employees
- Discriminatory harassment investigations (employee and students)

Human Resources Director participates on the following committees:

Additional Information:

President or President's Office:

- Sabbatical approvals
- Monitor sabbatical reports

Business Office:

- Mass time
- Payroll reconciliation
- Student payroll

Comments:

- Wellness program – Health & Human Development Department
- Safety Training – Safety Order
- College is recognized for a good orientation program, cultural diversity and women's groups.

Information obtained via position descriptions, organizational chart, MnSCU data on employee demographics and telephone conversations with Lorie Beseler. June, 2000

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