Investing in Human Capital

Policies and Practices that Support the Recruitment, Retention and Sustainability of Diverse Employees

Under the auspices of the USF Institute on Black Life, USF Black Employee Steering Committee, and the USF Black Faculty & Staff Association
What have we been hearing across USF?
PEOPLE
are at the heart of everything we do.
Unlocking Potential: The Whole Person

**KNOWLEDGE examples:**
- programming
- client acquisition strategy

**COMPETENCIES examples:**
- decision making
- coaching

**PERSONAL ATTRIBUTES**
- leadership disposition
- cognitive ability

**EXPERIENCE examples:**
- led a sales team
- launched product

**KNOWLEDGE**
- what people know
- professional information needed to perform successfully

**EXPERIENCE**
- Educational achievements
- Work achievements

**COMPETENCIES**
- What people CAN DO – cluster of behaviors performed on a job

**PERSONAL ATTRIBUTES**
- Personal dispositions
- Motivations that relate to job satisfaction & success

**KNOWLEDGE** – what people know

Slide Developed by USF Human Resources
HR Framework

Seamless End-to-End Experience

University Landscape

Strategic Priorities
• Priority placeholder
• Priority placeholder
• Priority placeholder

Cultural Priorities
• Priority placeholder
• Priority placeholder

Talent Implications

Future Needs
• Build internal “bench strength”
• Leader effectiveness

People Trends
• Turnover
• Talent Availability
• Changing Demographics

Gaps to Growth

Renewal Engines

Attract
Develop
Retain
Engage

Success Profile

Our Strategy:
• Driving sustainable results through a high-performing and engaged workforce;
• Establishing and integrating a culture that USF can leverage as a competitive advantage

Results

Best Brand
Best Workplace for Value Proposition
Efficiency with Compliance
High Performance Engagement
Diverse Talent Pipeline Depth
Best Industry Talent

Our Strategy:
• Driving sustainable results through a high-performing and engaged workforce;
• Establishing and integrating a culture that USF can leverage as a competitive advantage
Employee Lifecycle – HR Functions That Affect Organizational Culture

- Source
  - Attract People
- Select
  - Identify Candidates who Best Fit High Performer Profile
- Develop
  - Target Individual Needs
  - Enhance Productivity and Efficiency
  - Facilitate Employee Departure
  - Communicate to Inspire
- Coach
- Separation
  - Target and Groom for Progression
- Talent Management System
  - Diversity Culture & Engagement Inclusion
  - Compliance

Slide Developed by USF Human Resources
Transformational HR Architecture

**Recruitment**
- Hire the right people for the right positions at the right time
- Select internally motivated employees who learn and adapt quickly; essential for culture of trust and engagement
- Build Diverse Talent Community

**Onboarding & Training**
- Provide employees information needed to be productive day one
- Ensure compliance and reduce risk by surfacing personalized needs in the moment of need
- Improve efficiency to reduce risk in all areas related to the University’s programs and role needs
- Communicate Principles of Community as regular expectations of supporting mission

**Talent Planning**
- Enhance USF’s performance through developing a deep understanding of existing skills and experience relative to those needed within the organization

**Performance Management**
- Define objectives
- Provide feedback
- Evaluate results
- Culture of development and accountability that helps employees reach their full potential while fueling USF’s success
- Assess behavior based on Principles of Community
- Align pay with performance
- View trend of employee performance over time

**Competencies/Robust Job Profiles**

**Total Rewards**

**Culture & Values**

**Talent Management System**

A strong foundation paves the way for fairness & transparency of norms and expectations.
STRONGER TOGETHER

Benefits of Being a Member of USF United Faculty of Florida
We Negotiate for You

At the University of South Florida, the terms and conditions of your employment—including salaries, sabbaticals, tenure, disciplinary actions, and layoffs—are not decided unilaterally by the USF Board of Trustees or the administrators they appointed.

In a union workplace, the employer is obligated to bargain with the union and to answer information requests. There is no such obligation in a non-union workplace.
We Lobby for You

Union representatives routinely go to Tallahassee to lobby for you on important issues such as guns on college campuses, sensible performance funding, budget reform, transparency in public meetings, and opposing anti-union and anti-faculty legislation.
We Provide Legal Representation

• Employment Liability Insurance protects members from personal financial liability as a result of service on a peer review committee, accidents, or other event occurring in the course of employment.

• An attorney referral program is available to you for non-employment related issues such as real estate, wills, and adoptions.

• UFF will represent you in a grievance—but only if you are a member of UFF. Otherwise, you may grieve, but you must provide your own representation at your expense.
Enjoy Discounts and Savings

Union membership provides you with opportunities to take advantage of discounts on products and services such as hotels, theme parks, restaurants shopping and more. For additional information, go to:

Be Part of Community

There are many opportunities for you to get involved by joining a committee, serving as a senator, or just hanging out! We often host social events such as USF Bulls tailgating, Rays games, and Rowdies games.

HAVE A VOICE IN GOVERNANCE AND JOIN THE FUN!!

WE’RE STRONGER TOGETHER
Important Links:

USF UFF Home Page:  
https://uff.ourusf.org

Join USF UFF:  
https://uff.ourusf.org/join-uff/

Collective Bargaining Agreement:  
https://uff.ourusf.org/resources/collective-bargaining/

USF UFF Biweekly Newsletter:  
https://uff.ourusf.org/newsletter/
The Faculty Senate is the primary faculty advisory body to the University of South Florida President, Provost, and Vice President for Health on all matters that pertain to the academic climate of the university. The Senate has the responsibility to review and make recommendations to them considering decisions on all matters pertaining to the welfare of the University, focusing particularly on those pertaining to the academic mission.
Non-Faculty Positions and Benefits
Non-Faculty Positions

Administrative

Staff

Temporary
Administrative Positions

- Exempt Employees: Do not complete a timesheet (Salary)
- **NO** union representation
- Upon separation unused sick leave: See Attendance and Leave Guide for Employees
- Upon separation, employee is eligible to receive a lump-sum payment of unused annual leave not to exceed these amounts:
  - Administration and 12 month Faculty: **352 hours** (all hours in excess of 352 are forfeited)
  - Administration Executive Service: **480 hours** (all hours in excess of 480 are forfeited)
Staff Positions

• Non-exempt: You get paid for overtime (hours worked above 40 per week)

• Because public, non-exempt employees’ comp time is in lieu of overtime, public employers must credit that comp time at the same rate as cash overtime: one and one-half hours of comp time for each hour of overtime work.

• Must complete a timesheet

• Regular full-time and part-time Staff employees are entitled to one personal holiday each fiscal year.
Staff Positions

- AFSCME Collective Bargaining Agreement (union)
- Upon separation unused sick leave—See Attendance and Leave Guide for Employees
- Upon separation, employee is eligible to receive a lump-sum payment of unused annual leave not to exceed these amounts:
  - Staff Employees: 240 hours (all hours in excess of 240 are forfeited); or
Temporary Positions

• Non-exempt- You get paid for overtime (hours worked above 40 per week)
  • Because of being public employees, if non-exempt employees receive comp time in lieu of overtime, employers must credit that comp time at the same rate as cash overtime: one and one-half hours of comp time for each hour of overtime work.

• Must complete a timesheet

• Hourly positions are not eligible for any paid holidays

• PBA Collective Bargaining Agreement UFF/GAU Collective Bargaining Agreement (union)
Annual Leave Eligibility

Employees, except for 9-month Faculty, Hospital Physicians (Hospitalist) and Postdoctoral Scholars (Post docs) are eligible to earn annual leave hours on a biweekly basis.

Post docs - receive sixteen (16) days of paid time off (PTO) per calendar year.

Hospitalists – receive 280 hours of paid time off (PTO) per calendar year if employed prior to August 1, 2016.

If employee is hired on or after August 1, 2016 with an FTE of 1.0 the employee is eligible to receive a maximum of 120 hours paid time off (PTO) per calendar year.

Hospitalists appointed at .50 FTE will receive a prorated allocation.

No other Temporary employees appointed to established positions are eligible for annual, personal leave or PTO.
Annual Leave Eligibility

12-Month Faculty, Administration and Staff Employees - all eligible full-time employees appointed to established positions accrue or earn the following hours of annual leave according to their pay plan:

- Administration and 12 month Faculty: 6.769 hours biweekly
- Administration Executive Service: 9.195 hours biweekly
- Staff: Up to 5 years of USF service – 4 hours biweekly
- 5 to 10 years of USF service – 5 hours biweekly
- Over 10 years of USF service – 6 hours biweekly
Sick Leave Accrual

Sick leave is accrued by all employees, except Temporary, and permits time off from work with pay primarily, although not exclusively, for personal and family medical reasons. There is no maximum number of hours of sick leave that may be accrued.

- Full-time Administration, Faculty, and Staff employees accrue sick leave at the rate of **4 hours biweekly**.
- Full-time Administration Executive Service employees accrue sick leave at the rate of **5 hours biweekly**.
Support Groups, Councils, and Committees

- PRESIDENTIAL ADVISORY COMMITTEES | USF DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY

- USF Administrative Advisory Council

- Staff Senate | University of South Florida (usf.edu)
  - AFSCME Coordinator
    - Hector Ramos hramos@afscmefl.org
    - Kelly Benjamin kbenjamin@afscmefl.org
Thank You!

please include the link to the survey
https://usf.az1.qualtrics.com/jfe/form/SV_bavtj0wsIQ5xzUy