The purpose of the Office of Human Resources at the University of Rochester is to provide human resources leadership and partnership to the University and to each school, division, or department in a way that promotes the University’s mission to *Learn, Discover, Heal, Create—and Make the World Ever Better* through our greatest resource, our people.

We are on a journey toward our vision of a progressive, innovative, and collaborative HR organization that supports a culture of engagement where all people can maximize their potential and where their contributions and discoveries contribute to the spirit of Meliora in support of our world-class University.

In fiscal year 2018, the University launched a collaborative and wide-reaching effort to strengthen a culture of respect. Together, the University community affirmed shared values and a strong commitment to be an inclusive, equitable, sustainable, and responsive organization at every level. With that focus, the Office of Human Resources has embraced its journey to innovate to find more dynamic, modern ways to help people advance professionally, improve performance, and advance organizational capability.

The role of Human Resources is to facilitate the use of best practices in leveraging our collective skills, knowledge, and abilities. These practices include fostering organizational alignment; building a best-in-class recruitment and talent management structure; providing tools for succession management and leadership development; and developing and supporting policies to enable employee, leadership, and organizational success. Several key accomplishments in the past year have advanced our effort, and we look forward to continuing on a path toward supporting the success of the University community.

**The role of Human Resources is to facilitate the use of best practices in leveraging our collective skills, knowledge, and abilities.**

Tony Kinslow  
Chief Human Resources Officer for University of Rochester

Kathy Gallucci  
Executive Director for University of Rochester Human Resources and Associate Vice President for Medical Center Human Resources
Foundations for an Effective HR Division

Mission
Through strategic partnerships and collaboration, we will develop, attract, retain, and engage (DARE) employees by promoting an inclusive work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust, and mutual respect. We will be recognized as providing solutions to workplace challenges and opportunities that optimize the organization’s capability toward our stated goals while supporting employee growth and development.

Vision
We will develop a progressive, innovative, and collaborative HR organization that supports a culture of engagement, making us an Employer of Choice/Great Place to Work (GPTW) where all people can maximize their potential and where their contributions and discoveries contribute to the spirit of Meliora in support of our world-class University.

Strategic Focus Areas

HR Effectiveness: The HR organization effectively enables and helps drive University success. HR is seen as a strong partner, service provider, and resource to all levels of the University community.

HR Systems Optimization: HR systems provide a positive user experience and an effective and efficient workflow to enable University success. HR Systems Optimization isn’t just about technology; it is about supporting the people who use the technology in the areas of automation, accessibility, and education.

Talent Acquisition and Onboarding: Open positions are filled in a timely manner with top-quality, diverse candidates. The application and new-hire onboarding experiences are considered best practice, fostering an experience that is welcoming to a talented, diverse community.

Learning and Development: The University is a learning organization that fosters pipeline development, leadership development, succession management, and cultural competence and provides avenues for stronger collaboration and crossfunctional partnerships.

Total Rewards: The University’s Total Rewards programs (benefits, compensation, and employee recognition) position us to develop, attract, retain, and engage the best talent.

Preferred Destination—A Great Place to Work: The University is recognized as a Great Place to Work by the University community as well as locally, regionally, and nationally.

Diversity: The University fosters a diverse, inclusive environment that is apparent in all aspects of our organization and culture: staff and leadership, hiring, learning, career advancement, recognition, compensation, and overall HR offerings.

Regional HR: The URMC HR organization supports the advancement of best HR practices in our Affiliate Organizations.

University of Rochester Community

Who We Are

People
- Full and Part-time Staff: 18,350
- Full and Part-time Faculty: 2,888
- Total: 21,238
- Time-As-Reported Faculty and Staff: 2,350
- Affiliates: 6,938
- Total: 30,526

Service
- Average years of service: 10
- Total years of service: 248,360
- Number of staff receiving a service award in 2018*: 1,569

Ethnicity, Age, and Gender

Faculty and staff by race/ethnicity:
- <1% American Indian
- 6% Asian
- 12% Black
- 4% Hispanic
- <1% Multiple
- <1% Not specified
- <1% Pacific Islander
- 77% White

Faculty and staff by age group:
- 32% Generation X
- 38% Millennials
- 28% Baby Boomers
- 2% Traditionals

Faculty and staff by gender:
- 67% Female
- 33% Male

* Service awards are celebrated every five years, beginning with ten years of service.
Meet the Human Resources Centers of Excellence

- **Human Resources Business Partner Team**
  A strategic resource fully dedicated to internal leaders and staff, supporting their needs and helping to develop and implement better people management and engagement practices to reach desired outcomes or goals.

- **Employee Relations and Engagement**
  Partners to identify opportunities, strategies, and plans to improve the employee experience and employees’ success in their work.

- **Talent Acquisition**
  Currently in a pilot phase, the Talent Acquisition Center of Excellence partners with hiring managers to provide talent acquisition expertise, resulting in strong, diverse candidate pools, faster position fill time, and an improved, effective recruiting process.

- **Learning and Development**
  Enables improved individual and group performance through performance management and training and development opportunities aimed at advancing skills and knowledge in line with organizational needs.

- **Staff Diversity, Equity, and Inclusion**
  Ensures a platform for achieving a quality workplace that is reflective of all constituents and a workplace where every employee can thrive in a supportive environment characterized by equity, fairness, inclusion, and respect.

- **Total Rewards**
  Creates and manages strategies for the University’s Total Rewards offerings, including benefits, compensation, and employee recognition to allow for an equitable and competitive Total Rewards package that enables recruitment and retention.

- **HR Systems Optimization Team**
  Supports the optimization of all of our HR systems: HRMS, Data Services, and other integrated systems. Provides techniques for data reporting, forecasting, and reporting to the University community.

- **HR Administrative Services**
  Supports employees, supervisors, and managers with processes for employment, leave administration, and compliance and manages the Strong Staffing program.

- **Labor Relations**
  Provides leadership for union contracts, consults with management regarding union employees, and manages union grievances.

---

**By the Numbers**

- **140** Human Resources employees
- **1,395** Total years of service for HR employees
- **58** Strong Stars awarded to HR staff
- **$2.4 Billion** Total Compensation (salary and fringe benefits) paid to University of Rochester faculty and staff
- **62.3%** Total Compensation (salary and fringe benefits) as a percent of the University’s total operating expense
- **31,058** Number of job applicants
- **19,164** ASK-UHR inquiries
- **102,962** Training curriculums completed in MyPath
- **33,142** HR-related forms processed online that were previously paper based
- **15,946** Faculty and staff electing University of Rochester health care coverage
- **8,194** Faculty, staff, and spouses participating in the Well-U Personal Health Assessment program
- **1,504** Faculty and staff utilizing tuition waiver and reimbursement benefits
- **451** Faculty and staff utilizing the University Home Ownership Incentive Program (UHOIP) since its inception 10 years ago
- **29%** UHOIP recipients who are underrepresented minorities

---

The University of Rochester is the largest private employer in upstate New York and is the fifth-largest employer in New York State.

$2.4 Billion Total Compensation (salary and fringe benefits) paid to University of Rochester faculty and staff

62.3% Total Compensation (salary and fringe benefits) as a percent of the University’s total operating expense

---

The University of Rochester is the largest private employer in upstate New York and is the fifth-largest employer in New York State.

$2.4 Billion Total Compensation (salary and fringe benefits) paid to University of Rochester faculty and staff

62.3% Total Compensation (salary and fringe benefits) as a percent of the University’s total operating expense
Highlights of the Human Resources Journey

Goal: Make the University A Great Place to Work.

Reaching Our Destination (2019–2023)
- Expand ATS utilization and recruiter-assisted model
- Develop and implement exceptional applicant/new hire experience
- Implement new compensation system
- Implement succession planning
- Begin developing and implementing career paths
- Support advancement of HR practices in Affiliate Organizations
- Continued partnership with SDEI (Staff Diversity, Equity, and Inclusion) after migration to a University-wide diversity office

Traveling the Road (2018)
- Implement Applicant Tracking System (ATS) and recruiter-assisted model in pilot areas
- Begin rebuilding compensation system to better meet University needs
- Continue expanding MyPath utilization and offerings
- Enhance leadership development offerings
- Strengthen HR partnership and support on River Campus
- Implement Staff Diversity Officers and Diversity Dashboard

Building the Road (2017)
- Restructured HR to create new or modified departments and positions to enable strategic initiatives:
  - HR Strategic Operations
  - HR Business Partners
  - Talent Acquisition
  - Learning & Development
  - Communications
  - Total Rewards
  - Employee Engagement
  - Diversity

Plotting the Course (2016)
- Developed HR Mission, Vision, Goals, and Principles
- Identified 8 strategic focus areas:
  - HR Effectiveness
  - Talent Acquisition and Onboarding
  - HR Systems Optimization
  - Learning and Development
  - Total Rewards
  - Great Place to Work/Employer of Choice
  - Diversity
  - Regional HR

Surveying the Land (2015)
- Completed the following assessments to evaluate the position of HR in current climate:
  - Peer Review
  - Leadership Survey
  - SWOT Analysis
  - Word Cloud of who we are and who we want to be

HR Effectiveness
Recently, the Office of Human Resources brought new staff into seven strategic roles to bring effective management to areas of need and solidified leadership in crucial areas of customer service. These positions are key to implementing HR transformation and adding value for the University. These areas included new leadership in Labor Relations, Talent Acquisition, Total Rewards, Staff Diversity, Equity and Inclusion, HR Systems, and HR Communication.

In fiscal year 2018, Human Resources has acted to bring the department to the forefront of a positive cultural transformation at the University. In a shared commitment to a culture of respect, several initiatives were planned to restructure human resources for improved accessibility and visibility. These included comprehensive training for Human Resources Business Partners (HRBP) on policies, processes, legislation, and best practices to help them provide consistent guidance across the University and the development of a communications strategy to create a more accessible, transparent, and engaging HR environment.

The River Campus HR team is a small, centralized team including two HRBPs and one director for approximately 5,500 people. One additional HRBP and an Associate HRBP will be added to the River Campus in fiscal year 2019 to enable the HRBPs to reduce their customer base and become more integrated with the schools and departments they serve. The addition of an Associate HRBP position will also allow for growth opportunities within the HRBP structure. Many River Campus departments designate individuals to perform HR-related activities as part or all of their job. With the goal of improving collaboration and information across the University, the HR Extended Group was reestablished to bring together staff who perform Human Resources–related functions outside of the University of Rochester Medical Center organization but are not part of the Office of Human Resources. This group began meeting monthly to share information, receive answers to questions, and be briefed on important HR initiatives that are forthcoming so that they can better serve their respective areas.

Following a review of the employee communications landscape, a communications strategy was developed with goals to improve employee access to information to provide employee-focused, timely content through clear organization, and to develop consistent branding of HR messaging. Toward these goals a revised version of the monthly HR Intercom e-newsletter was launched with refocused content. HR wordmarks were created to brand and show consistency in materials produced by the Office of Human Resources and bring attention to resources within the University that are available to employees. Finally, a committee was formed to strategize a redesign of the Human Resources web presence. This group executed an employee survey along with gathering analytics and data of how the current site is being used and how it could be improved. The next steps are to organize existing content, develop the new look and feel, and launch the new web presence in 2019.

To enhance resources available to managers and supervisors across the University, a digital Manager’s Toolkit was initiated with goals to improve consistency among staff management tools, give greater confidence to leaders as they navigate HR issues in their leadership roles, and provide efficiency in gaining access to frequently used tools. The Toolkit will be launched during 2019.

The Medical Center has experienced early adopter success for several HR initiatives that have been piloted in 2018, including allocating resources to enhance the HRBP team, the development of the Associate Business Partner position to bolster resources for departments; adding positions focused on learning and development, recruiting, and compensation; and developing a position for Employee Engagement and Employee Relations. Early indicators are that this is resulting in improved HR partnership with the organization and improved recruiting results such as reduced fill time. In addition, the Medical Center’s investment toward improving employee satisfaction and engagement in areas with historically low engagement scores has been a welcome resource for departmental leaders. The Office of Human Resources has laid the groundwork to expand or make pilot projects for similar advancements across the University through our centralized HR approach.
HR Systems Optimization

The HR Systems Optimization team is identifying technology that is foundational to supporting our efforts in key initiatives, specifically in Talent Acquisition and Total Rewards. Further, a new HR Systems—Data Services group was created to strengthen the focus on how to utilize systems to improve Human Resources across the University.

To provide greater insight into the value that HR technology contributes, the Office of Human Resources participated in a sponsored Total Cost of Ownership/Return on Investment study of all HR systems and participated in two HR System Benchmarking Workshops, one presented by Wegmans and one by the City of Rochester. These efforts provided important benchmarks to measure future success against.

Talent Acquisition and Onboarding

The Office of Human Resources developed a business case for an Applicant Tracking System as a fundamental requirement for building the infrastructure necessary to standardize and optimize recruitment methods across the organization. The goals of the system are to automate and reduce administrative burden, optimize talent pools, reduce recruitment and placement agency use, reduce time to hire and premium pay, provide data and analytics for measurement, improve sourcing to support the recruitment of diverse and highly qualified candidate pools, and improve the user experience. A small group of recruiters is establishing workflows and supporting a defined group of positions with high volume and high vacancy. These efforts have resulted in successfully reducing the time to fill key positions by 33 percent on average in their areas of focus. Funding was also approved for the PageUp application that delivers scalable, configurable solutions for recruiting and onboarding. The system will launch in March 2019 for the pilot group. We anticipate continued improvement over the next three years as the new system and recruiters expand their reach within the University.

Learning and Development

Making progress toward the Office of Human Resource’s goal of being a learning organization, an expanded team has strategically introduced initiatives in the areas of new hire orientation, leadership development, performance management, workforce education, promotion of cultural competence, talent management, and succession management.

Total Rewards

To better demonstrate the value of working at the University, the Office of Human Resources rebranded compensation, employee benefits, staff awards, and recognition into a Total Rewards package. This holistic approach will help us reach our goals of improved access to information and communication for internal employees and external recruits.

The new Total Rewards website was launched in February 2018 with these goals in mind.

In an effort to further our brand related to Total Rewards at the University, we are developing and implementing a more contemporary approach to compensation that will better support our efforts related to talent acquisition, career advancement pathways, and regulatory compliance. In line with this work as well as with our efforts in Talent Acquisition is the development of an integrated system for job description management and compensation analysis. An outside vendor, PayFactors, will help support the new structure and approach to compensation. The pilot will be launched in fiscal year 2019.

In recognition of efforts to improve the health and wellness of University employees, Well-U received the fifth annual Edington CBI/Next Practice Award for excellence in workplace wellbeing. Well-U was acknowledged for two of the award’s five core pillars: Operational Leadership and Self-Leadership, due to their in-depth partnership with the Greater Rochester YMCA and for the creation and growth of the on-site Farmers Market.

During the open enrollment period in November 2017, new voluntary benefits to employees and retirees were offered and include a group legal plan, vision care, and auto and home insurance. They were offered on a single platform, allowing employees and retirees the ability to enroll in all of their voluntary benefits on one website regardless of the carriers chosen to provide coverage. A total of 7,523 employees and retirees registered for the site during Open Enrollment.

In 2017, a Group Life Insurance Plan RFP was performed, resulting in the University accepting a bid from Securian Life (incumbent) that included substantial employer savings ($1.2 million) along with annual employee savings ($554,000) over the course of a five-year rate guarantee beginning in January 2018 and continuing through December 2022.

In compliance with recent New York State regulations, required Paid Family Leave coverage was rolled out to employees beginning January 1, 2018. New York State is one of only a small number of states that has taken this progressive move. Paid Family Leave is intended to allow qualified employees the ability to take paid time off to care for a close relative with a serious health condition, assist a qualified family member who is called to active military service, or bond with a newborn or newly placed child. Due to the limited number of states engaged in this program, getting this initiative up and running for a university with 24,500 employees required a significant collaboration with external vendors where no infrastructure to support the new requirement existed.

The University Home Ownership Incentive Program provides qualifying new homeowners with $3,000 from the University, $3,000 from the City, and $3,000 from a participating lender in the program. Since the program was implemented in March 2008, it has benefited 451 employees, including 132 minority employees. In August 2017, the Beechwood, EMMA, and Marketview Heights neighborhoods were selected to join the University Home Ownership Incentive Program based on the Rochester-Monroe Anti-Poverty Initiative’s focus on improving these historic districts.

As part of the University’s Employee Recognition Program, a record total of 1,569 employees were honored with service awards in 2018, celebrating those who had completed between 10 and 60 years of service at the University, with 344 of those employees having completed 25+ years of service. For the upcoming fiscal year 2019, honorees will access a redesigned staff recognition website where they can choose from a widely expanded list of gift options based on years of service. This program recognizes and celebrates our employees’ dedication to the University and supports the overall HR Mission and Vision of DARE (develop, attract, retain, engage).

Looking Ahead

Several new features and enhancements will be launched in the University’s Learning Management System, including the new Learner Home and Learning Search functions. This will offer University of Rochester employees a customized, employee-centric digital learning experience to encourage personal development. Employees will be able to set up a convenient customizable page that supports their individual learning interests and career goals.
A Great Place to Work

The University of Rochester Medical Center currently conducts an employee engagement survey for employees every 18 months to assess employee perception of the work environment in three domains: Perception of organization; perception of leadership; perception of employee (peers/ interdepartmental communication, etc.). After each survey there is a formal process for communicating results and planning follow-up action. The office of Employee Relations and Engagement has worked with leaders and staff and in departments in which the score falls below the top quartile to identify opportunities for improvement. This work has been bolstered with an ongoing education series for department heads and supervisors on managing change, engagement, and reward and recognition. This education was also available to departments outside the Medical Center that participated in the survey.

Employee relations has been integrated into the work of employee engagement and serves as a key resource for employees, leaders, and HR Business Partners. This office will help increase consistency among processes related to response to employee concerns and will also assist employees and leaders with performance management and development.

This past fiscal year also marked successful negotiations with SEIU 1199. Not only was there a continued effort to build positive relationships with union leadership, delegates, and staff, but negotiations also included a spirit of collaboration and a commitment to new training to support staff learning and growth.

The Office of Human Resources began a relationship with Wegmans to collaborate and share best practices regarding employee engagement and human resources strategies. Wegmans has been recognized on the Fortune 100 and Great Place to Work Best Companies to Work For list in each of the last 21 years and was ranked number two in 2018. The goal of the collaboration is for Human Resources leadership from each organization to exchange ideas, methods, and outcomes for initiatives related to everything from systems to training to communication.

Diversity

A learning series was developed to set the tone for the entire University community in order to further efforts to recruit, support, and retain the most accomplished and diverse administrative leadership, faculty, students, and staff in an inclusive and welcoming environment. The series aims to deliver a foundation of diversity and inclusion training to all leaders, faculty, and staff and to develop shared awareness and language for inclusion. The mandatory online training, launched in August 2018, focuses on antdiscrimination and antiharassment (including implicit bias and micro-aggressions) and Title IX, sex, gender identity, and sexual orientation. This series is seen as a starting point with additional phases to follow. Phase II, which will be launched in Spring 2019, will focus on University values and leadership, with both online and in-person training to enable leaders to build and support diverse teams and hire inclusively. Later phases will include in-person experiences for the broader University community and deeper learning on diversity-related topics such as macro-aggressions, cultural humility, race, ethnicity/country of origin, ability, age, and religion.

In 2018, the Office of Human Resources renamed and rebranded Affinity Groups as University Resource Groups (URGs) and added a new group called “The Deaf and Hard of Hearing.” URGs are voluntary associations comprising diverse members of historically underrepresented populations (race, gender, sexual orientation, veteran status, disability, age, etc.) who have common interests. Under the new working charter, URGs have a focus on professional development, educational programs, leadership training, and mentoring programs. Also, they will participate in community service, which enhances the University's footprint and reputation in the Rochester community. This, in turn, can help to build the University’s diverse talent pipeline. Additional benefits include the development of future leaders, increased employee engagement, and expanded marketplace reach for talent acquisition and retention.

Looking Ahead

In 2019 the University will establish a Chief Diversity Officer role, and the Office of Staff Diversity will transition to that new department. With the multitude of initiatives under way across the University to positively impact diversity, this change will improve collaboration, synergies, and impact.

A Staff Diversity Dashboard will launch in fiscal year 2019 to serve as a way to measure the progress of diversity initiatives at the University. The dashboard will establish a baseline for future goals as well as a way to track trends over time.

A concerted effort is under way to establish a pool of applicants for positions in pay grades 55+ with a broad range of administrative, finance, and executive experience. The goal is to create a sustainable stream of applicants to help ensure the diversity of applicant pools for leadership positions.

The Office of Human Resources is focused on continuing dialogue around issues related to our community culture by relaunching the Diversity Book Club Series. The Diversity Book Club explores authors and works that promote critical thinking and crucial conversations within the realm of diversity and inclusion.

The Healthcare Technology Youth Apprenticeship Program (HTYAP) saw great success this fiscal year. It received a grant for $2,500 and won the Making a Difference Award from the Black Physicians of Greater Rochester. The third annual HTYAP Peer-to-Peer Youth Conference brought 250 teens together to discuss the 2018 theme “Character Becomes Destiny.” The conference featured nationally syndicated commentator Roland Williams as keynote speaker and was sponsored by Jordan Health, the City of Rochester, and the Rochester City School District.
Regional HR

The Office of Human Resources is committed to HR best practices in all of our affiliate organizations. To that end we have engaged with our administrative leadership and HR partners at these entities to identify opportunities to collaborate, share information, and generate efficiencies. Most notably in this past fiscal year, we have extended important learning and compliance education tools to many of our affiliate organizations. Several affiliate organizations have been engaged in a roll-out of the MyPath workforce learning and development system. Jones Memorial Hospital went live in the last fiscal year, and the Highlands at Brighton and Thompson Health are scheduled to join the MyPath system for workplace learning and development in the summer of 2018. St. James Hospital is scheduled to join the system in December 2018. The University has been able to leverage both the performance management templates and current learning platform with affiliates to reduce duplication of effort and to offer content and needed resources where they didn’t exist before.

Conclusion

Fiscal year 2018 marked a milestone in the transformation of the role of Human Resources in supporting the Mission, Vision, Values, and strategic initiatives of the University. With key accomplishments toward our major initiatives, we will change the way Human Resources–related activities will be completed across the University in the future.

This past fiscal year, the Office of Human Resources began several initiatives concentrated around technology, with work being done to lay the foundation for new Applicant Tracking and Compensation systems and a redesigned HR web presence. These important initiatives will bring innovation to how we develop, attract, retain, and engage employees as well as advance the University’s commitment to Meliora.

On the horizon is more progress toward our goal of being a Great Place to Work and a progressive and collaborative human resources organization that supports a culture of respect and engagement.

With key accomplishments toward our major initiatives, we will change the way Human Resources–related activities will be completed across the University in the future.
www.rochester.edu/working/hr/contact