University of Rochester Community

Who We Are

People

- Full and Part-time Staff: 18,267
- Full and Part-time Faculty: 2,947
- Time-As-Reported Faculty and Staff: 3,082
- Affiliates: 7,645
- Total: 31,941

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
  - 76% White

- Faculty and staff by age group:
  - 33% Generation X
  - 42% Millennials
  - 24% Baby Boomers
  - <1% Traditionals

- Faculty and staff by gender:
  - 69% Female
  - 31% Male

The numbers provided above are as of June 20, 2019. The University recognizes that there are many critical dimensions of diversity, and these charts only depict race/ethnicity, age group, and gender. Other dimensions of diversity data are not currently captured in our HRMS system, and are not required reporting to the federal government. We hope to expand these dashboards in the future with other data that explores other self-reported aspects of identity. The definitions of race/ethnicity and gender in the charts above are determined by the federal reporting agencies.

* Service awards are celebrated every five years, beginning with ten years of service.
Human Resources Fiscal Year 2019

By the Numbers

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

153 Human Resources employees

86 Strong Stars awarded to HR staff

$2.6 Billion
Total Compensation (salary and fringe benefits) paid to University of Rochester faculty and staff*

60.8%
Total Compensation (salary and fringe benefits) as a percent of the University’s total operating expense*

$519 Million
Total Fringe Benefit Expense

56,289
Number of job applicants

20,634
ASK-URHR inquiries

187,464
Training curriculums completed in MyPath

36,222
HR-related forms processed online that were previously paper based

17,163
Faculty and staff electing University of Rochester health care coverage

7,386
Faculty, staff, and spouses participating in the Well-U Personal Health Assessment program

2,347
Faculty and staff utilizing tuition waiver and reimbursement benefits

491
Faculty and staff utilizing the University Home Ownership Incentive Program (UHOIP) since its inception 10 years ago

29%
UHOIP recipients who are underrepresented minorities

*represents data for FY18. Data for FY19 was unavailable at time of publication.
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 and enable University success. HR Systems Optimization isn’t just about technology; it is more about supporting the people who use the technology in the areas of Automation, Accessibility, and Education. Combining systems, processes, and people to achieve meaningful change enabling University success.

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, succession management, leadership development, 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.

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

**Goal:** Make the University A Great Place to Work.

**Reaching Our Destination**
*(2019 and beyond)*
- Implement Applicant Tracking System for pilot areas
- Rebuild compensation system to better meet University needs
- Develop and implement exceptional applicant/new hire experience
- Implement succession planning
- Begin developing and implementing career paths
- Support advancement of best 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 recruiter-assisted model in pilot areas
- 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
Progress

HR Effectiveness

The Board of Trustees approved a revised University Policy against Discrimination and Harassment, Policy 106. The revisions were regarding investigative procedures and decision-making, language about confidentiality, sharing outcomes with the community more broadly, and addressing inappropriate behavior that doesn’t violate the policy. It was announced to the University community in June.

Additional changes to the University Policy on Workplace Values and Equal Opportunity, Policy 100 and the University’s Code of Conduct are underway in conjunction with work towards our Culture of Respect initiatives.

To improve accessibility of information and improve the customer experience, Human Resources entered into a partnership with the Office of Communications and hired a web design firm to assist with content strategy and design of the HR presence on the University’s website. The new site will rebrand Human Resources’ digital presence with a modern design and dynamic layout.

The HR Business Partners participated in over 30 hours of training to help enhance their knowledge, skills, and abilities to better support their departments. Additional training includes Restorative Practices training and Crucial Conversations Trainer certification for three HRBPs.

HR Systems Optimization

The Applicant Tracking System has been undergoing configuration and user testing to ready for pilot use. The system will automate and reduce administrative burden, optimize talent pools, provide data and analytics for measurement, and improve the user experience both for the hiring managers and prospective employees.

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Learning & Development

The URMC hired an Associate Director for Learning & Development, who has implemented a New Leader Orientation pilot at the Medical Center.

A new L&D position will lead non-Medical Center training and development efforts and collaborate with URMC L&D on University-wide learning and succession initiatives.

MyPath, the University's Human Resource Talent Management System, expanded to Thompson, Jones, and one of the three Long Term Care affiliates in FY19. There are plans to expand to the remaining affiliates in FY20.

Total Rewards

The Office of Total Rewards implemented and communicated several changes to the 403(b) Retirement Program including a more level and transparent approach to recordkeeping and administrative fees.

In an effort to continuously broaden opportunities for development and to support individual goals, part-time faculty and senior staff, along with their dependent children, will now be part of the University’s tuition benefits program, effective for the
fall 2019 semester. The benefit provides part-time employees with an 80–95 percent tuition waiver for one credit-bearing course per semester/quarter at the University and provides a tuition waiver equal to 25 percent of the University’s full undergraduate tuition cost for up to four years of undergraduate study for dependents.

The Compensation team was instrumental in efforts to respond to the evolution of the Fair Labor Standards Act and employee protection legislation by transitioning employees in designated classifications from salaried to hourly-paid. The goal was to focus on classifications rather than individuals, ease the disruptive changes the law continually causes the workforce, and support equity between employees performing similar roles. The efforts also transitioned employees who did not meet the upcoming salary threshold for December 2019.

The Total Rewards and Leave Administration teams collaborated on the redesign of the new hire benefit booklet to be one bound document rather than a loose leaf packet of info, that will improve the user experience by providing newly hired faculty and staff with a useful tool to guide them with their benefit selection. This process change also included an online version that is posted on the Total Rewards website.

Great Place to Work

The 2019 Employee Engagement Survey launched in the spring, with an expanded scope of both participants and topics. Sections of Central Administration and the School of Medicine and Dentistry were included, putting the number of employees invited to participate at more than 15,000, a 25 percent increase from last year. Questions have been added that speak to employees’ views of the safety and security in their work area and the organization; how diverse and inclusive their environments are; and their feeling of overall wellness in relation to their work/life balance. HR will partner with departments to improve in areas of opportunity.

The Office of Human Resources partnered with the Office of Faculty Development and Diversity to establish the first Staff Council at the University. The mission of the Staff Council is to facilitate active and direct communication between University staff and senior administration and to provide a forum for input and discussion of issues important to the staff and the University. The pilot council will consist of 30 elected members which will convene this fall.

Diversity

The Diversity Learning Series was rolled out to the entire University in the last year with the goal to deliver a foundation of diversity and inclusion training to all leaders, faculty, and staff and to develop shared awareness and language for inclusion. Delivered in two phases, the training focused on antidiscrimination and antiharassment and Title IX, sex, gender identity, and sexual orientation as well as University values and leadership.

The former Office of Staff Diversity, Equity and Inclusion will transition to the new Office of Equity and Inclusion (OEI), led by the newly appointed Vice President for Equity and Inclusion Mercedes Ramírez Fernández. Human Resources will continue to partner with OEI to embed diversity, equity, and inclusion into all of our work and promote the importance of our University values throughout our employee community.

Regional HR

In furthering our commitment to engage in HR best practices in all of our affiliate organizations, the University has continued to extend important learning and compliance education tools to many of our affiliate organizations. The most recent organizations to roll-out the MyPath workforce learning and development system are the Highlands at Brighton, Thompson Health, and St. James Hospital.