

Human Resources Policies Assessment Task Force (HRPAT)

Executive Summary

May 27, 2009

HRPAT Membership Chosen to Represent Voices from Across the Community

Committee composition includes:

- 3 Faculty Representatives
- 5 Administrator Representatives
- 1 University Representative

Support team for data collection and analysis includes:

- NYU Human Resources: Margaret Meagher, Jo Katcher, Mike Camuso, Kathy Zukof and Suzanne Richardson
- Towers Perrin: Jim Archer and Dodie Turcotte
- Sibson: Karen Hutcheson



Human Resources Policy Assessment Task Force

Faculty

Jim Hinojosa, Steinhardt
Ted Magder, Steinhardt

Chairman

Charles Bertolami, Dentistry

Administrators

Lisa Biagas, Dentistry
Katherine Drummond, Tisch
Elise Eisenberg, Dentistry
Grace Garnice, Stern
Lisa Waldman, Law

University

Katie Casey, EVP's office
(non-voting)

Why Effective HR Policies Matter

- Improve employee productivity through procedures and performance standards
- Provide leaders/managers with tools to govern effectively
- Maintain consistent practices
- Support employees opportunity for advancement
- Enhance employee relations and engagement
- Minimize employment and labor-related litigation

Report Format

- Background on the HRPAT charge and guiding principles
- Review of recommendations in major coverage areas
 - Benefits
 - Compensation
 - Employee Relations
 - Talent Management
- Survey HROs
- Summary of preliminary and “fast track” recommendations
- Workbook

Primary Charge

- Ensure that NYU Administration is capable of delivering accurate, timely, high quality, user-friendly service in the HR area at the lowest effective cost and with the proper balance between local and University level resources.

Specific Charges

1. Review all existing NYU HR policies by function: Benefits, Compensation, Employment, Employee Relations, HRIS, and Performance Management
2. Develop Guiding Principles that will help to:
 - Provide a clear outline of expectations regarding employee performance and behavior
 - Assist supervisors with hiring, promotion and reward decisions
 - Provide employees with a clear process for resolving workplace issues
 - Assist NYU in curbing litigation

Continued...

Specific Charges

3. Identify gaps or inconsistencies with existing policies and propose new or alternate policies that will enhance the work experience of NYU's faculty, administrators and staff
4. Determine legal constraints for developing and applying new or alternate policies
5. Ensure that recommendations produce policies that provide enhanced clarity, compliance, consistency, efficiency and fairness
6. Issue a report on the deliberations, analysis and recommendations of the Task Force by May, 29 2009

HRPAT Process Focused on Data Analysis and Substantive Discussion Among Task Force Members

- Develop ***Guiding Principles*** to direct University policy decisions for 2009 and beyond
- Conduct inventory and review of existing policies
- Survey HROs regarding existing policies

Guiding Principles

NYU's policies, guidelines and procedures should help NYU to achieve its goal of attracting, hiring, developing and retaining the best and brightest faculty, administrators and staff by:

- Facilitating an environment that supports the University's mission
- Recognizing the need for consistency--across and within schools and departments within and outside the United States--to the greatest extent possible while maintaining flexibility to accommodate specialized needs arising from time to time.
- Making unambiguous distinctions between policies, guidelines and procedures

Guiding Principles

NYU's policies, guidelines and procedures should help NYU to achieve its goal of attracting, hiring, developing and retaining the best and brightest faculty administrators and staff by:

- Reflecting what current and prospective employee's value.
- Remaining competitive with peer universities and schools.
- Ensuring that policies and guidelines are narrowly owned and broadly administered
 - Keep authorizations to a minimum and as close to the authorizing unit as possible
 - Ensure that authorizer's responsibilities and the process of identifying and/or changing authorizing entities are clear and provide value

Guiding Principles

NYU's policies, guidelines and procedures should help NYU to achieve its goal of attracting, hiring, developing and retaining the best and brightest faculty administrators and staff by:

- Effectively communicating policies and guidelines and ensuring that they:
 - Use clear language,
 - Provide easy access to get policy information via a central repository, and
 - Provide a “place to go” to review policy updates and changes and to get clarification on questions relating to the application of a policy.
- Continuing to promote a diverse, non-discriminatory environment that encourages and supports professional growth and well-being.

Guiding Principles

NYU's policies, guidelines and procedures should help NYU to achieve its goal of attracting, hiring, developing and retaining the best and brightest faculty administrators and staff by:

- Reinforcing our shared interest in protecting and growing the University's interests and investments.

The above includes, but is not limited to our shared interest in minimizing litigation and ensuring competitiveness with other comparable organizations in the recruitment of faculty, administrators, and staff.

Recommendations

- 1. Preliminary & Fast Track Recommendations**
- 2. HRPAT Workbook**