



HUMAN RESOURCES IMPACT REPORT **2020**



Human Resources

UNIVERSITY OF COLORADO **BOULDER**

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Who We Are

Human Resources (HR) contributes leadership, guidance, tools and services to support employees throughout their careers at CU Boulder and to cultivate a culture which upholds the campus' strongly held values. HR partners with campus in the achievement of the campus vision and strategic imperatives.

Office of the Chief HR Officer

Supports the advancement of HR services in support of the campus mission, vision and values.
Represents the interests of CU Boulder employees in executive leadership planning and decision making.

Compensation & Position Management

Provides Equal Pay Act leadership, position description analysis and strategic compensation guidance for the campus.

Diversity & Inclusive Excellence

Supports campus commitment to diversity and inclusive excellence through employee development, contributing to campus efforts to increase diversity and enhancing the work-life experience for employees.

Employee Relations

Committed to creating and maintaining a positive and productive working environment for all employees, and providing fair and unbiased consultation on employee rights and responsibilities, leave/FMLA, performance management, progressive discipline, layoffs/separations.

Faculty & Staff Assistance Program

Dedicated to serving the emotional and psychological needs of the campus community. Delivers wellness, work-life and wellness programming through workshops, seminars and support groups.

HR Service Center

Provides HR shared services to campus departments and supports university-wide HR enterprise initiatives on behalf of CU Boulder.

Organization & Employee Development

Develops and implements solutions to improve the effectiveness and engagement of individuals, teams and departments through training, consultation, strategic planning, organizational design, change management, program design, resources and facilitation.

HR Operations

Provides employment eligibility, personnel records and employment verification services to campus. Supports the delivery of HR services through HR technology management and support.

Talent Acquisition

Provides leadership, consultation, oversight and support for campus recruiting and hiring activities.

Assessing & Sustaining Employee Engagement

CU Boulder partnered with Arthur J. Gallagher & Co. to administer the 2020 faculty and staff engagement survey. Survey results are used to create action plans to effectuate change in the work environment from the university to the departmental level.

33

survey data sharing sessions with college, school, institute and department leaders

Strengths Identified in 2020 Survey

Staff

- I understand the benefits offered to me by CU Boulder.
- My supervisor recognizes my accomplishments.
- My ideas and suggestions are seriously considered.
- My daily work is aligned with the mission of CU Boulder.
- Compared with similar jobs in my field, I feel my benefits are competitive

Faculty

- My academic unit chair/director involves me in decisions that affect my work.
- I trust other faculty members in my academic unit.
- Faculty in my academic unit treat each other with respect.
- Faculty and staff have a mutual respect for one another and work well together.
- CU Boulder faculty are open to sharing innovative ideas with one another

Employee Engagement Groups

Facilitated by Human Resources

Engagement Champions

40

representatives from
across campus

A few actions Engagement Champions are leading:

- Athletics Leadership Series
- A&S "Buffalo Tracks" Program
- CIRES D&I Initiative
- FBS Difficult Dialogues
- I&S Career Ladder & Apprenticeships
- OCG Career Programs
- OIT Orientation Committee

Strategic Resources and Support (SRS) Employee Engagement Task Force

10

representatives from
each area of SRS

Purpose:

- to **act on the findings** of the most recent campus engagement survey as they pertain to SRS
- to take measures to address engagement **issues emerging** among SRS employees **since the onset of COVID-19/remote work**
- to investigate and respond to the engagement **experience of staff from underserved populations** within SRS.

Attracting Top Talent

98% of hiring managers indicated satisfaction with the hiring process, including **86%** indicating they were extremely satisfied.

Executive Level Search Support

Executive Searches

10

that used HR support
instead of an external search
firm



"Can't thank you enough for making the dean search so efficient, substantive, rewarding, and - dare I say - fun. Thanks for your tremendous leadership and organization!"

Cost Savings

Prior to using HR support, campus spent an annual average of \$278,668 for executive search firms.



Executive search firms typically cost 1/3 of the 1st yr salary + admin costs at 10%.

'Conducting Inclusive Searches' Training For Faculty

Training on 'Conducting Inclusive Searches' helps faculty understand their own biases and identify barriers in the search process that can prevent qualified female applicants or applicants of color from advancing to hire.

Examines the recruitment and hiring process for **implicit bias**.



- ✓ Job posting
- ✓ Application materials
- ✓ Application review
- ✓ Interview questions



Enhanced Faculty Recruiting Support

Increased college and institute requests for recruiter support in:

- Pre-search consultation
- Search related challenges
- Candidate sourcing/evaluation
- Full search embedded recruiter

Responding to Colorado's Legislative Mandates

Equal Pay for Equal Work Act

175+

new job families

developed for market pricing and development of standard pay ranges.



4,500+

positions reviewed

and assigned to a comp code to facilitate appropriate pay alignment.

90+

meetings and info sessions held across campus

- Established a new compensation framework for university staff to support **effective pay alignment, consistency and transparency**
- Enhanced website to keep the campus **informed and educated** on changes coming
- Increased outreach to department leaders to develop and refine **concepts and strategies**
- Established strategic partnerships with CU System and other campuses resulting in effective **collaboration**, shared resources and **consistency** for a successful university-wide implementation

Healthy Families & Workplaces Act

Represented CU Boulder in the System/cross-campus development of administrative policy statement (APS) and regent policy.

HR Information Systems Efforts:

- Developed HCM **enhancement** to accommodate sick leave change
- MyLeave **improvements** and manual process for tracking contract employees sick leave usage

Cross-campus Collaboration:

- Developed policy, process and downstream **impacts** across campus


Notifications To:

10,500+

employees on their new sick leave balance

**Sick Leave
Eligible Jan. 1**

2750

graduate students and lecturers

1850

T/TT and Instructors

5800

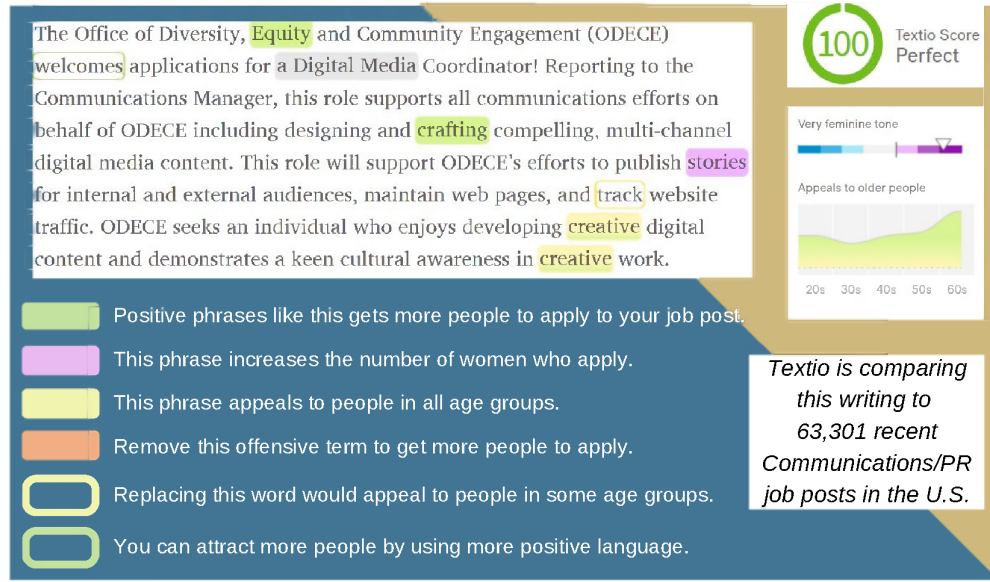
biweekly students and temporary

Building Community Through Language

Inclusive Job Postings with Textio

Textio uses **data science to reveal the hidden bias in job postings** and suggests alternatives so we can recruit from the widest possible pool of qualified candidates.

725
job postings reviewed



Employee English Program



Spring 2020

46

participants moved to online in late March

Fall 2020

17

participants took their course fully online

Translation & Interpretation

Tibetan, Spanish, Nepali, Mandarin, Lao

HR partnered with TransPerfect for translation and interpretation services. Including:

- **Leave:** FMLA and parental leave notifications and materials
- **Personnel actions:** Furlough notification and FAQ's; 1:1 outreach to furloughed employees
- **Return-to-work:** CU System's return to work online training; dept. level return emails for Student Affairs
- **Health:** Buff Pass Health Questionnaire, flu shot information
- **Testing and Vaccination:** Testing materials; surveillance testing requirements and procedures; results and exposure notifications, Vaccination education and communications

Cultivating Connection & Collaboration

Onboarding

406

new staff and research faculty welcomed in QuickStart Center* live via Zoom on their first day

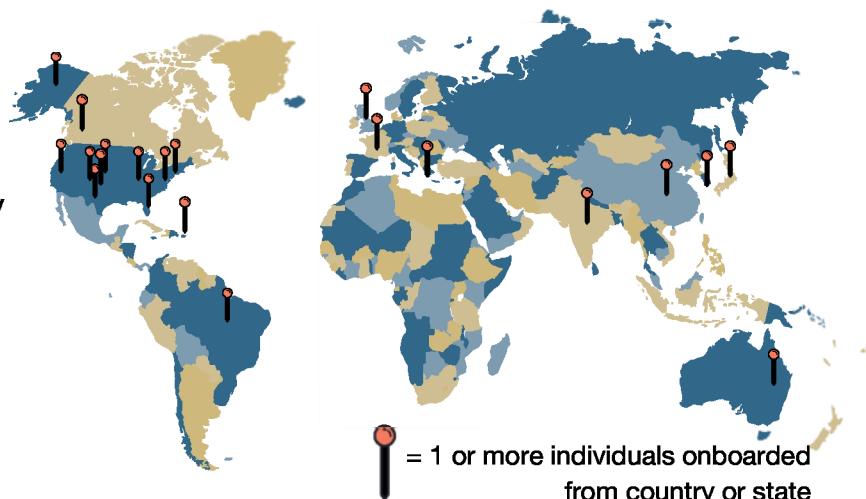
40

faculty attended QuickStart* as part of New Faculty Orientation

374

staff and faculty participated in CU Discover or New Employee Welcome Experience virtually

Faculty & Staff Onboarded
from all over the world and United States



99

"Everyone is very welcoming and makes sure I feel included despite starting work here during COVID."

**The QuickStart Center provides a demonstration of the set-up tasks new employees must complete, and provides assistance to new employees as they navigate set-up processes.*

Form I-9

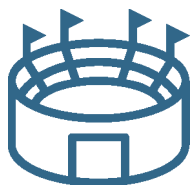
Challenge: No change in federal requirements for Section Two of the Form I-9 to be completed in person within the first three days of employment.

Solution

We go to where the employees are and practice health and safety best practices.

7,704

I-9's Completed



outside at Folsom Field



curbside or in the lobby of ARC



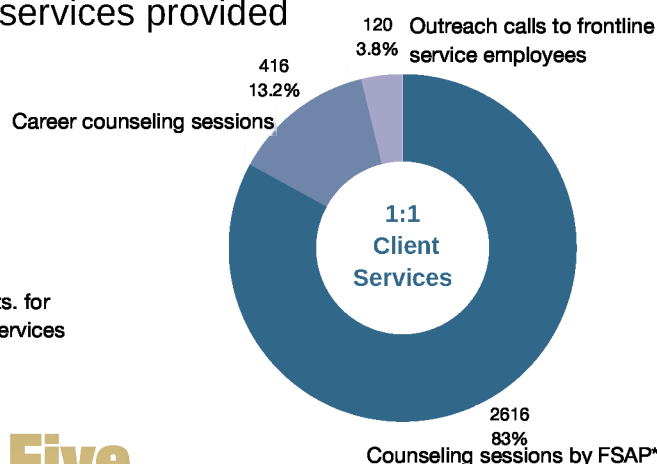
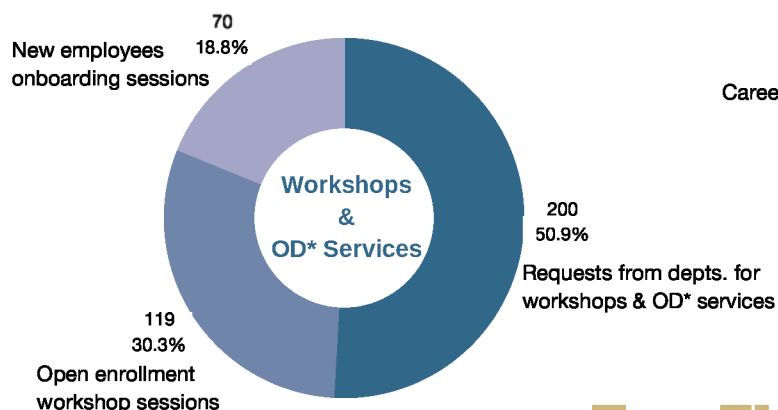
by appointment

Cultivating Connection & Collaboration

Learning, Development & Counseling Services

3,109

total number of services provided



Top Five

Requested Facilitations and Trainings by Campus Departments

- Leadership Team Development
- Mindfulness and Stress Management
- Clifton Strengths
- Emotional and Mental Resilience
- Anti-racism and Bias

**Organizational development (OD) helps organizations achieve greater effectiveness by assessing, developing, improving, and reinforcing strategies, structures and processes.*

**The Faculty & Staff Assistance Program (FSAP) is dedicated to serving the emotional and psychological needs of the campus community.*

Employee Learning

3,457

faculty/staff attended training through a dept. request



Number of Hours

588

Instructional hours through open enrollment courses and onboarding sessions

1,491

Contact hours through dept. requests

92

Contact hours with Frontline Service Employees



"I liked the opportunities to immediately transfer the concepts we learned (which are already really helpful on a conceptual level) into my own work, tools, etc..."

4,199

faculty/staff attended an open-enrollment training course



Cost Savings

By partnering with vendors, OED is able to bring internationally acclaimed training at a greatly reduced cost creating a \$522,748 campus cost efficiency.

Cultivating Connection & Collaboration

Faculty Staff Assistance Program

758

Contacts

Point of contact between FSAP and a faculty/staff member that may or may not result in an intake

534

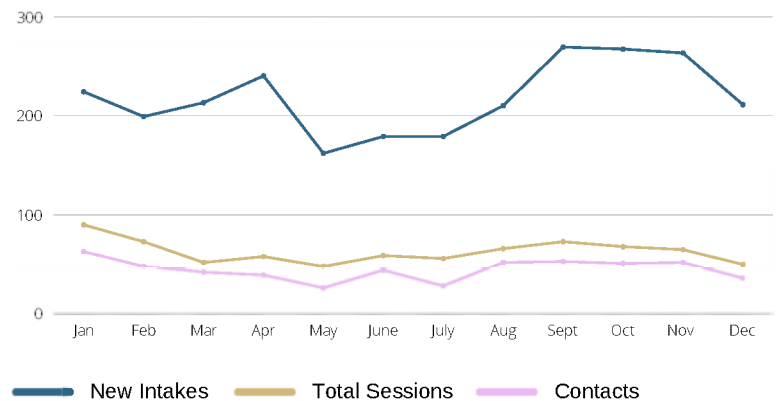
New Intakes

A first counseling session is initiated with a faculty/ staff member

2,616

Total Sessions

Intake plus all subsequent counseling sessions



Support Groups



Wellness Workshops



Work-Life Webinars

Sponsored by Elevations Credit Union

957

Faculty and staff
attended FSAP
self-care programs

Top Three

Attended Programs

- The Power of Laughter
- Wills & Trusts 101
- Self-Care

Staff Career Development Services

416

Career Counseling Sessions

Video Series

- Assessing Accomplishments to Move Ahead
- Research Methods That May Surprise You
- Networking More Naturally
- Remarkable Resumes
- Interviewing Basics
- Star-Studded Interviewing
- Navigating Technology in Your Job Search



Cultivating Connection & Collaboration

Strengthening Partnerships Through HR Shared Services

HR Service Center

- Provided timely, accurate solutions regarding HR processes and transaction support
- A centralized, accountable and adaptable team of subject matter experts



31,085

Service requests processed

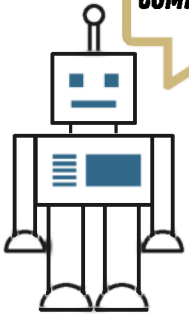
271

Departments supported

\$141,363

Pandemic relief payouts processed

**ROBOTIC PROCESS
AUTOMATION
COMING IN 2021**



"A pleasure to work with both in professionalism and going above and beyond to ensure that everything has been done for our department. Your entire team has been extremely supportive and made things so much easier."

Building Our Networks

Goals

- Shared development of campus people strategy
- Better communication flow
- More informed decision making
- Community of support
- Aligned COVID response
- Collaborative approach to practices, policies and process



HR Liaisons

Network of partnerships with 250+ colleagues who have HR responsibilities in their college, school, division or department.

3,259

attended monthly virtual meetings

Staff Council

HR and Staff Council collaborated on:

3 Town Halls **2** Articles **1** Retreat

HR Community of Practice

HR leadership forum which enhances development of the campus people strategy.



- Bi-weekly check-ins
- Monthly extended meeting
- Continuous support and collaboration

HR's Commitment to Becoming an Anti-Racist Organization

HR's Diversity, Equity, Inclusion & Anti-Racism Master Plan

We envision a campus community where respect for humanity is clear by the way we treat each other.

Accomplishments

- Implemented required implicit bias training for faculty search committees
- Evaluated position education/experience requirements to mitigate systemic bias in staff searches
- Strengthen partnership with OIEC for addressing inappropriate workplace behaviors
- Presented Affirmative Action data to inform campus decision making
- Supported FLSE preferred languages through translation and interpretation

In Progress

- Launch staff version of inclusive search processes training
- Implement staff diversity recruitment programs and a student pipeline program
- Implement equity-based staff salary assessments and pay setting standards
- Provide information and enhance services to underrepresented populations so that they can better navigate HR processes
- Integrate climate and engagement survey data into departmental decision making
- Integrate affinity group information in onboarding process
- Eliminate bias in training materials
- Hire multicultural counselor and outreach coordinator
- Conduct one-on-one and group outreach to FLSE to assess professional growth and development opportunities

HR's Anti-Racism Challenge



The History of Racism
in the United States



Personal Obstacles to
Explore Race



Things Allies Can Do
for Racial Justice

50

Participants



"I thought the materials were thought provoking and helped me personally grapple with how to process through the concept of bias."

HR's Commitment to CU Boulder Becoming an Anti-Racist Organization

Affirmative Action & Inclusive Search Practices

A central premise underlying affirmative action is that, **absent discrimination**, over time a contractor's workforce [university], generally, will **reflect the gender, racial and ethnic profile** of the labor pools from which the contractor [university] recruits and selects.

(Code of Federal Regulations) 41 CFR § 60-2.10

Conducting Inclusive Searches Training

Training sessions on implicit bias and inclusive hiring for faculty have contributed to an **16% increase** in the number of **faculty of color hired** (34.11% in 2020) since the training began in Fall 2018.

As one of the Chancellor's 8 Initiatives:



- All faculty search committees participated in the training.
- Training was expanded to include all voting faculty members from departments conducting searches.



We look for **trends** in the affirmative action data to help campus leadership identify gaps and think about strategies to **improve retention and promotion** of underrepresented populations.



The accuracy of Affirmative Action data has improved significantly thanks to better tools (Avature) and improvements to our processes created by Colorado's Equal Pay for Equal Work Act.

Becoming an Inclusive Leader Series

CU Boulder supervisors and aspiring leaders address varying aspects of diversity and inclusion.

Objectives

1. Understand how a leader's lived experiences, identities, biases, and leadership style influence their role as a supervisor/manager in creating an inclusive environment.
2. Select inclusive strategies to support a sense of belonging for their teams.
3. Apply inclusive practices to retain and engage direct reports.
4. Examine ways to increase their intercultural competence.
5. Develop inclusive habits for managing performance.
6. Design a making excellence inclusive plan to operationalize the IDEA Plan.

146

Attendees



"This series is amazing and transformative. I wish that everyone at CU would take this training! It opens opportunities to create positive relations with direct reports, colleagues, and within our units..."

Supporting Our Community With Compassion

"The greatness of a community is most accurately measured by the compassionate actions of its members"
-Coretta Scott King



1:1 Outreach

557

total furloughed/ layoff
employees reached

230

Front-line Service Employees
reached



Language Interpretation

609

minutes of real-
time
interpretation
services

120

employees with preferred
language other than
English received
outreach

For each contact:

- ① Ask how they are doing.
- ② Provide information on:
 - Unemployment
 - Benefit resources
 - Emergency fund
 - FSAP
 - Career development resources

Languages

Tibetan, Spanish, Nepali, Mandarin, Lao



"So very great to speak with you today, it
actually gave me a pick-me-up and made me
feel worthy again!"

Staff & Faculty Emergency Fund

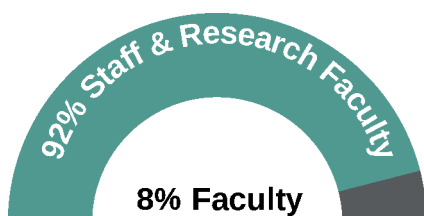


401

Total Applications

382

Approved



\$182,798

Total Funds Given

Building HR Infrastructure



HR responded to all aspects of transitioning employees to remote work or critical services work beginning mid-March in response to COVID-19.

Developed & Implemented + Created

Guidance & processes for:

- Background checks
- Childcare flexibility
- Colorado's Healthy Families and Workplaces Act (FFCRA)
- Critical services
- Employees with COVID-19 symptoms or positive results
- Employment eligibility/ Form I-9
- Families First Coronavirus Relief Act
- Furlough & pay reduction
- Hazard pay
- Hiring & conducting virtual searches
- Leave
- Onboarding
- Retirement/separation incentive
- Return to campus
- Staff & Faculty Emergency Fund
- Surveillance testing for employees
- Telecommuting/ work from home
- Temporary job reassignment
- Unemployment fraud

Tools

- Decision trees
- Email templates
- FAQ's
- Matrices
- Request forms

Training Courses

- Choosing Resilience: A Guide to Fortifying Emotional and Mental Resilience
- Engaging Your Team Virtually
- Living Through Change: Skills and Strategies to Support You Individually
- Making Virtual Meetings Inclusive
- Moving Your Team Towards a Vision of Tomorrow
- Parenting Through a Pandemic
- Supervising Remote Teams During COVID-19

By the Numbers

Personnel Actions

3,426	Campuswide furloughs
537	Continuous furloughs
309	Periodic furloughs
62	Layoffs
45	Early retirements

FFCRA Hours Used

14,909	Childcare
1,859	Quarantine, Symptoms, Providing Care

COVID-19 Monitoring

14,610	Employee surveillance tests
61	Employees tested positive



HR COVID-19
guidance webpage
views

Giving To Our Community and Beyond

Human Resources is made of talented and passionate individuals with a strong affinity for helping the people we support on campus and in our communities.

This past year, HR staff:



Held a department canned food drive



Members of HR drove all over the Front Range to donate and collect canned food during December.

The department donation was delivered to Outreach United Resource Center (OUR) Center in Longmont. OUR Center has provided critical services such as food, housing, and utilities to help families achieve self-reliance since 1986.



Donated, Prepared & Served Meals

- Served meals to students on campus
- Filled food boxes for K-12 students
- Purchased food for quarantined employees
- Donated to Rocky Mtn. Food Bank and Move Texas
- Made sack lunches for homeless shelters
- Started a front-yard community garden bringing fresh food to neighbors in need



Adopted Pets



- Honored those we lost to life's struggles by handing out sleeping bags and care kits with toiletries, cold weather supplies and snacks.
- Spent time interviewing loved ones to document and share their life's story with others.



- Donated blood and platelets
- Sewed masks
- Participated in a coat, clothing and toy drives



- Reviewed Norlin Scholars and UROP apps



- Volunteered for student isolation room check-in
- Volunteered for student move-in



- Volunteered for the Arvada Majestic View Nature Center and Broken Shovels Animal Sanctuary
- Volunteered on fire mitigation and blowdown projects



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