

SRAP Targeted Action Group (TAG): Staff Workday Flexibility

Project context and purpose:

The Non-Instructional (NI) SRAP Group noted that the cost to hire and train staff is significant. The Society for Human Resource Management estimates that it takes six to nine months of salary to hire and train an individual. The NI SRAP Group recommended that the College review and develop a plan to attract and retain staff to keep our competitiveness within the Twin Cities market. Mike Goodson has noted the number of employees having left the College over the past year. The Benefits Advisory Group made several recommendations impacting staff workday flexibilities including hours of operation, flexibility in scheduling the work day, and a remote work exception for short periods of time. In addition, the College's audit firm has recommended that we implement a leave reporting system for college salaried staff members, similar to what is currently required for hourly employees.

This project will explore the feasibility of offering alternative work schedules for employees in an effort to improve employee satisfaction with their workplace environment and reduce employee turnover, and create equitable leave monitoring policies for staff. The SRAP Steering Committee acknowledges that there may be intrinsic benefits only associated with the work of this group, and that true cost reductions may not be realized.

TAG team members:

- Mike Goodson, VP Human Resource and Project Chair
- Jacqueline Christensen, Associate Director of Human Resources
- Nate Engle, Controller
- Amanda Weber, Payroll Coordinator
- Carl Lehmann, VP and General Counsel
- Wendy Woitalla, Associate Director of Enterprise Information Services

Project objectives:

This project will:

- Prioritize the workday flexibility recommendations as suggested by the NI SRAP Review Group and the Benefits Advisory Group
- Identify, and suggest language for, policies that need to be created or amended to address the prioritized recommendations
- Create an implementation schedule for the creation of a leave reporting system for salaried staff members.

Key project resources

- Relevant SRAP reports submitted to the NI SRAP Review Group
- Leadership to Legacy project work that's already been done
- Climate Study results
- Employee exit interviews

- Employee turnover data
- Society for Human Resource Management resources
- Pecos Group
- Examples from other institutions like St. Olaf

Assumptions distinctive to this project: In addition to the assumptions guiding all TAG projects, this project assumes the following:

- Group is empowered to think strategically about the St. Olaf work environment
- Participants will utilize data to inform the deliberations and conversations
- College operations and the level and quality of service will not be adversely affected
- Supervisors have the ability to verify work times and work product, just as they would in the office setting
- Flexible work schedules to be approved first by the supervisor
- Flexible hours should be considered within the context of the stated business hours
- Consider some kind of accountability measure to ensure that work is being done and that hours are actually worked and compatible with the position; ex: calendar
- Leave reporting policy needs to be in place to inform the FY18/19 financial reports
- Group's work needs to consider the computer programming work that will be needed to support a leave reporting system for salaried staff members

Intended project timeline:

- Report and recommendations submitted by Dec. 30, 2018