



Presidential Select Task Team
EMPLOYER OF CHOICE CHARTER

From Dr. David Smith:

Background

This fall, I launched an initiative of “Engaging Excellence,” the main component of which is the creation of a ten-year strategic plan for Upstate Medical University.

To begin the strategic planning process, I commissioned an environmental scan to evaluate how we serve internal constituents (students, faculty, researchers, and staff) and external constituents (patients, collaborating hospitals, the Syracuse community, and the surrounding region). The consultants focused their attention on five specific areas: Students, Faculty, the Clinical Enterprise, the Research Enterprise, and Human Resources/Employer of Choice. The consultants also assessed these six cross-functional areas: Institutional Advancement, Intergovernmental Relations, Support Services, Information Technology, Marketing and Branding, and Facilities and Space Utilization.

The resulting analysis is being shared with members of the Presidential Select Task Teams as background for the strategic planning process.

A charge for your team is outlined below. This charge *is not meant to limit the scope and work* of your team, but rather to provide a framework from which to build. All team members are encouraged to bring a global perspective to strategic discussions, prompting innovative and progressive recommendations. As the team develops momentum, you are encouraged to implement “early wins” that do not require large resources for people, space or money. Examples of early wins: process improvements, procedure change, etc.

The final outcome of your work will be to develop a metric-based 10 year recommendation for a strategic plan. Your team will hand off the report to your Executive Council Sponsor. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Charge

Team members are expected to create a collaborative partnership and extend that approach to the greater campus community. **The Employer of Choice Team is charged** with creating recommendations to integrate into a strategic plan for the Human Resource Department at Upstate Medical University to become a “best in class” organization. Focus will be made to

employee recruitment, retention, and development.

The Employer of Choice team will include consideration from:

- Existing or planned operational and/or strategic plans
- Committee work
- Information available from other internal sources (Press Ganey reports, Employee Satisfaction Surveys, exit interview data, etc)
- Staff comments / suggestions from Town Hall Meetings and the Engaging Excellence website

The team will consider the following elements in developing recommendations for a strategic plan:

General Issues:

- Consider a “people-first” focus – engage employees in a sense of pride/purpose
- Review Upstate HR mission, vision, goals
 - Review for recommendations or enhancements
 - If changes, how do we implement and measure
- Identify “best in class” HR organizations; conduct peer review and analysis
- Consider utilizing an administrative/management flexibility policy to allow flexible time schedule for employees
- Review opportunity to introduce kiosks across the university for employment and training opportunities
- Consider surveying staff for training needs (Zoomerang)
- Consideration for general issues, such as child care, across the spectrum of University faculty, staff, residents, students, and volunteers
- Explore civility and professionalism across the university. How do we ingrain respect and civility into our culture?

Internal Processes:

- Review recruitment and retention processes
- Review our process of identifying and recruiting a more diverse workforce
- Review content for New Employee Orientation
- Review processes for managing employee
- Review the employee recognition program
- Explore other methods for employee evaluation, such as performance journaling
- Consider HR consultants to guide managers through the process of disciplinary requirements; review existing system for improvements

Core Support Services

- Consideration for leadership development and training
 - career counseling

- employee development and mentoring
- leadership identification and training
- succession planning
- Consider entry level management training and mandatory new supervisor training program
- Consider HR “consultants” for purposes of developing department plans: performance programs, career planning, individual employee educational goals, etc.

Outcomes

The team is charged with developing recommendations for a ten year strategic plan that includes

- Measurable outcomes
- A timeline
- Reporting mechanisms

Each team will hand off their report to their Executive Council Sponsor, and will present a power point presentation to the President and his Executive Council. An Administrative Response will be developed from your recommendations. The Administrative Response from each team will be collated to create a comprehensive 10 year strategic plan for Upstate Medical University.

Executive Council Co-Sponsors

Eric Frost
Patty Brecht

Membership

Chair: Sara Grethlein
Vice Chair: David Northrup
Facilitator: Barbara Riggall
Recorder: Anne Peer

BJ Adigun
Doug Joseph
Eric Frost
Jim Legault
Jodie Purdy
Kathy Faber-Langendoen
Mary Ann Merklein
Nancy Towne
Pat Knox
Patty Brecht
Paul Seale
Rev. Jerald Shave
Zanette Howe

Gwynne Conway