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Purdue University North Central

Quality of Life in the Workplace

White Paper

2/26/2008

Premise: Quality of Life in the workplace is important as it impacts the satisfaction and commitment of employees, which in turn are critical for the recruitment and retention of a world class workforce. PNC wants to be the “Employer of Choice” by creating an environment where employees:

- Support and believe in what they do
- Trust and engage in a partnership with people with whom, and for whom, they work
- Enjoy and value the people with whom, and for whom, they work
- Are recognized and rewarded for their contributions

Goal 1:

I. Create an environment that values communication and fosters collaboration and connections within PNC and the surrounding communities.

A. Communication Strategy:

Action Items:

- Develop an interdisciplinary communication structure and forum to update the campus community on academic and non-academic activities, initiatives and goals.
- Identify and schedule public forums and workshops to address specific topics
- Identify media and tools needed to communicate information to all staff.
- Provide clear and frequent communication of our activities, plans and visions for the future with all constituents.

B. Employee Involvement Strategy

Action Items:

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- Solicit a broad range of participation on committees or subcommittees from across campus
- Establish and actively support continuous communication loops to solicit feedback, announce decisions and identify action plans.
- Encourage employee involvement thru collaboration and increased participation opportunities.

Evaluation:

- Was a position or department identified to be responsible for facilitating forums and workshops on recommended campus topics.
- Was a pool of participants for committee service that involved all interested parties and was representative of all employee groups established and updated
- Were resources necessary to complete this goal identified and allocated e.g. staffing, financial support, etc

Goal 2:

II. Provide a compensation and benefits program that is competitive, provides choices and is flexible and equitable for all staff.

A. Conduct Compensation & Equity Analysis

Action Items:

- Analyze faculty and staff compensation programs to ensure internal equity and external comparability
- Develop a communication process to educate employees on the salary structure process

B. Review Benefit Options

Action Items:

- Identify campus specific as well as system wide benefit programs that address current as well as future needs.
- Include dental component in medical insurance program
- Create a catastrophic leave bank for employees
- Establish a parental leave program

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- Facilitate discussion with WL to identify gaps in benefits programs between employee groups and options to reduce those differences.

C. Fiscal Management Assistance

Action Items:

- Identify options to reduce retiree healthcare costs
- Provide employees with resources to manage the financial costs associated with educational opportunities for themselves or family members.
- Develop cooperative fee reimbursement or remission programs for educational activities pursued at other institutions
- Partner with retirement providers to increase employee flexibility in the management of their retirement accounts.

Evaluation

- Was a salary analysis conducted and forwarded to key decision makers.
- Were parental leave program and sick leave bank programs established
- Was a Purdue system wide funding source identified and program established to reduce retiree medical insurance premiums.
- How many academic institutions were approached and identified as willing to participate in fee reimbursement programs.
- Were resources necessary to complete this goal identified and allocated e.g. staffing, financial support, etc
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Goal 3:

III. Assess, enhance and support the work environment for faculty, staff and student employees to meet their ever changing needs in three strategic areas:

A. Personal support

Action Items:

- Assess feasibility of an on-site health care facility
- Assess feasibility of an on-site daycare/after school care facility

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- Increased utilization of campus fitness center – eliminate fee for employees

B. Physical support

Action Items:

- Match available resources to job needs – classroom space, equipment, and office space
- Assess the feasibility of implementing a variable parking fee structure based on salary levels, employment classification and/or relevant variable(s).
- Identify and address ergonomic, safety and egress student and staff issues

C. Emotional support

Action Items:

- Provide increased training for response to acute psychological or physical emergencies.
- Foster social networking opportunities during and outside of work hours.

Evaluation

- Was a feasibility study of an on-site health care facility conducted
- Was a feasibility study of an on-site day care/after school care facility conducted
- Was a classroom design and layout analysis conducted and recommendations made to appropriate decision makers
- Was a program established to promote and facility networking opportunities
- Were resources necessary to complete this goal identified and allocated e.g. staffing, physical facilities and financial support, etc

Goal 4:

- IV. Assess, enhance and support the learning and development environment for faculty, staff and student employees in three strategic areas:

A. Staff development

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Action Items:

- Establish and implement a talent identification and management structure that address the needs of the University as it moves forward.
- Define PNC’s organizational culture and provide programs and tools that promote and ensure a positive campus experience for all employees
- Identify and facilitate skills and training needed to ensure continued growth of the University
- Embrace educational ideas and forums that promote staff development in areas that reach beyond their current job responsibilities

B. Lifelong learning

Action Items:

- Promote the value of academic achievement for all employees
- Encourage employees to continue to educate themselves in fields wider than their current job responsibilities
- Determine employees’ educational interests and barriers to attainment to deepen their knowledge and expertise

C. Recognition and reward

Action Items:

- Develop a campus wide recognition program that publicizes and celebrates the learning and development achievements of employees
- Build a learning and development component into the reward structure

Evaluation

- Was a survey of employees and supervisors conducted to identify training needs.
- Was a survey of employees conducted to identify life long training interests and the support required
- Were campus recognition media identified and accomplishments publicized

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- Were resources necessary to complete this goal identified and allocated e.g. staffing, financial support, etc

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Quality of Life in the Workplace Working Group Members, Meetings and Resources

Members:

Sue Miller, Assistant Vice Chancellor for Human Resource (Chair)
Barb Austin, Director of Academic Advising
Rick Bohan, Physics Lab Technician
Ronald Brownie, Assistant Professor of Organizational Leadership and Supervision
Pat Carlisle, Equal Opportunity/Affirmative Action Officer
Kendra Gardin, Human Resource Secretary
Todd Laux, Wellness Coordinator
Christine Lehmann, Associate Professor of Mathematics
Carl Stambaugh, Student Representative

Meetings:

01/09/2008 Working Group Meeting
01/17/2008 Open Forum on Quality of Life in the Workplace
01/24/2008 Working Group Meeting
01/29/2008 Working Group Subcommittee Meeting
01/31/2008 Working Group Meeting
02/07/2008 Working Group Meeting
02/19/2008 Working Group Meeting
02/21/2008 Working Group Subcommittee Meeting

Resources Consulted, Internal to Purdue North Central:

Open Forum on Quality of Life in the Workplace, January 17, 2008: meeting notes and written feedback
Quality of Life in the Workplace Blog, PNC
Email responses and suggestions to the Working Group and/or its members
Survey Results: Clerical/Service Staff, Administrative/Professional Staff, Faculty

Resources Consulted, Internal to Purdue University:

Purdue University West Lafayette Quality of Life in the Workplace Tiger Team data
Purdue University Faculty Compensation & Benefits Committee Feedback Website

Resources Consulted, External:

Fisher, A. (2007, January 22). Playing for Keeps. *Fortune*, p. 85.
Horst, M. (2008, January 9). Employee Retention & Attraction. Private communication (Rick Bohan, interviewer)
Levering, R., & Moskowitz, M. (2007, January 22). In Good Company. *Fortune*, pp. 94 – 104

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<http://greatplacetowork.com/great/model.php>

The 10 Best Workplaces in Europe 2007. (2007). Retrieved January 10, 2008 from Great Place to Work Institute, Inc: <http://greatplacetowork.com>

Why Employees Think Their Company Is Great. (2008). Retrieved January 10, 2008 from Great Place to Work Institute,

Inc:<http://greatplacetowork.com/great/employees.php>

Why Is Google So Great? (2007). Retrieved January 10, 2008 from Great Place to Work Institute, Inc: <http://greatplacetowork.com>