



Human Resources Scope of Services

- Mission:** The Human Resources (HR) mission is to provide strategic and high-quality services to students, staff and faculty in support of the university’s mission to improve the human condition and be a transformative force in the world.
- Description of Department:** The Human Resources department is committed to forging a culture dedicated to promoting excellence, innovation, accountability, execution and leadership. The department is comprised of functional areas that include benefits, compensation, employment, talent acquisition, compliance, labor relations, records, and training and organizational development.
- Customers:** HR customers include all levels of leadership within the organization, employees of The University of Toledo’s Main Campus, The University of Toledo Medical Center (UTMC), academic colleges and support areas, and applicants for employment at the University.
- Services Provided:** HR provides services that include: recruitment, hiring and onboarding of all non-faculty and non-student positions within the University for both campuses; employee relations planning and guidance; human resources information systems; labor relations administration, including grievance-handling and investigations of workplace issues; investigating compliance issues; planning and maintenance of compensation and benefits, including leave administration; ongoing leadership training and talent development services, including the Joint Commission (JC) Human Resources standards updates and mock file audits; performance evaluation training and compliance; affirmative action federal reporting; annual veteran federal reporting; planning equal opportunity employment initiatives, including hiring recruitment profiles during the sourcing of applicant; nondiscrimination investigations; and providing reasonable ADA workplace accommodations.
- Quality Plan:** The HR Quality Plan for fiscal year 2025 includes:
1. Assisting the University in developing, communicating and sustaining a culture that embodies the University’s values, such as customer service, respect and professionalism;
 2. Timely hearing of grievances at HR-level during the grievance procedure;
 3. Timeliness in conducting disciplinary hearings;
 4. Time to conduct requested compensation analysis for specific job classifications;
 5. Increased clinical recruitment/hiring, subject to budget and staffing resources support. All of the processes are directly related to customer service, and specifically in providing improved services to our customers who create the learning environment for students of the University;
 6. Talent management—professional development, such as leadership training, succession and workforce planning;
 7. Education and training on JC standards, monitoring compliance by conducting employee file mock audits, monitoring performance appraisals, performing specialty certification survey meetings, and HR chapter meetings.
 8. Timely development of multi-page synopsis of annual affirmative action plan,

assistance with diversity strategic planning, workforce metrics including monitoring of employee personnel activity for adverse impact, goal attainment, and utilization metrics.

Population Served:

HR serves all departments, which provide either clinical or non-clinical care. Though the department has no direct interaction with patients, HR supports departments that provide services to students and patients across the entire spectrum of ages.

Sites of Care/Services Location:

HR services are provided at two locations: The University of Toledo Medical Center, located in the Mulford Library Annex, and the Center for Administrative Support on Main Campus.

Practice Standards:

The department operates within the Ohio Civil Service rules and regulations, the Ohio Revised Code, the Ohio Administrative Code, compliance standards of the JC, other certifying bodies for clinical accreditation, and other state and federal employment regulations.

Staffing Plan:

The HR organizational chart is attached.

Availability of Services:

The HR department is open from 8:30 a.m. to 5 p.m., Monday through Friday. Specific programs may be available at other times through prior arrangements.

Education Plan:

The HR Education Plan includes new employee general orientation for newly hired employees, as well as department-specific training. JC education and training sessions are ongoing. Compliance with HR standards is monitored via mock JC audits, working toward continuous readiness.

Human Resources Strategic Plan FY 2025

- Mission:** The Human Resources (HR) mission is to provide strategic and high-quality services to students, staff, and faculty in support of the university's mission to improve the human condition and be a transformative force in the world.
- Primary Customers:**
- ❖ Entire University (staff, faculty, and students for all campuses)
 - ❖ Senior Leadership of the University
 - ❖ The University of Toledo Medical Center and Ambulatory Clinics
 - ❖ Management
 - ❖ Hospital Administration
 - ❖ Faculty and Staff
- Key Results Sought:**
1. Thought leadership in all areas of HR management and people practices.
 2. Continuous improvement in HR processes to optimize efficiencies.
 3. Development of effective leadership tools, methodologies and programs.
 4. Ensure that policies, practices, HR-related JC standards, and collective bargaining agreements support the objectives of departments and ensure compliance.
 5. Improve our results continuously and incrementally by tracking performance via metrics.
 6. Maximize our use of technology for efficiencies.
 7. Provide consultative services in contract administration throughout the University.
 8. Streamline succession and workforce planning.
 9. Talent management and professional development, including leadership training, succession and workforce planning.
- Goals:**
1. Provide strategic service to the University, particularly with respect to improving the culture of the organization through interest-based problem-solving.
 2. Provide outstanding customer service to the University in the areas of strategic recruitment/employment, labor relations, benefits, compensation, affirmative action compliance, and HR business information accessibility. Review and work to enhance the current Banner HR Information system (HRIS) to provide timely and accurate business information to leaders from the system. Assess and improve the Cornerstone System and provide timely, accurate business processes to department leaders for the recruitment and retention process.
 3. Continue to develop and implement competitive and cost-effective employee benefits programs across the entire University that enhances employee recruitment and retention.
 4. Successfully negotiate collective bargaining agreements with American Association of University Professors (AAUP) units; American Federation of State, County and Municipal Employees (AFSCME), Communication Workers of America (CWA), The University of Toledo Police Patrolmen's Association (UTPPA) and the Fraternal Order of Police (FOP). Facilitate timely processing of grievances.
 5. Partner with the General Counsel's Office to review and continue to merge, where appropriate, University HR policies to reflect the needs of the University.
 6. Provide management development training opportunities to both new and seasoned managers on core management skill sets to enhance and improve management performance and competence.
 7. Ongoing evaluation of:

- a. Compliance with Joint Commission-related HR standards,
- b. Mock audits on employee files with all clinical departments, and
- c. Clinical contractor compliance.

Continue to provide/organize:

- a. Communication and education on HR standards;
 - b. HR, disease-specific and specialty chapter meetings with all applicable departments; and
 - c. Continue working with staff development and clinical departments to further the online competency initiatives.
- 8. Provide succession and workforce planning to ensure proper staffing levels.
 - 9. Continue to monitor trends and changes in healthcare reform.

Human Resources Processes

Planning

Each service line of the hospital takes responsibility for defining the qualifications, competencies and staffing necessary to fulfill the particular mission of the department in carrying out the mission of the institution. Each department develops an annual Scope of Service statement that includes a description of the staffing model it uses, the basis for this staffing including the qualifications and competencies upon which the staffing model is based, and how it will handle variances. These are approved by hospital administration.

Providing Competent Staff

Staff is provided through traditional employer-employee arrangements, with the hiring process and ongoing employment processes handled by the Human Resources Department. In a few instances, there are some services provided through contractual arrangements with third-party entities. These contracts are arranged through and approved by hospital administration.

Assessing, Maintaining, and Improving Staff Competence

There is a formal requirement for performance evaluations of all hospital employees. The policy allows for more frequent performance evaluations than annually at the discretion of a manager or supervisor. Results of the performance appraisal process are reviewed and analyzed for trends in performance deficiencies that might be addressed through training. HR provides training and performs mock audits on a regular basis to increase overall levels of competency. Current and new Joint Commission HR standards training is provided to each manager, and audits are conducted working toward full compliance of competency assessments.

Overview of the Performance Evaluation Process

UToledo's policy requires all employees to receive an evaluation. Performance evaluations are tracked by HR. Training is provided to include JC requirements. Institutional compliance is tracked on a regular basis, working toward full compliance. Tracking is based on content, criteria, verification of qualified assessor, legibility of signatures, etc.

Performance evaluation is criteria-based, wherein the criteria against which performance is evaluated are the duties and responsibilities of the job as described in the job description for each position. Performance evaluations may be performed more frequently at the manager's discretion.

All evaluations are maintained as permanent records in the employee's personnel file. Evaluations are reviewed with employees by the manager or supervisor who completed the evaluation. Employee comments are welcomed. Employees have access to their personnel files at any time to review their contents and may add comments after the fact if they so choose.

STAFFING EFFECTIVENESS PLAN

FY 2025

Indicators Used for Determining Staffing Requirements

1. The range of services specified in the annual Scope of Service document.
2. Legal and regulatory compliance requirements, both for the administration of human resources and for institutional policies and practices for which HR can provide expert consultative assistance.
3. The annual budget available to allocate to the HR functions, as approved by the Board of Trustees.
4. Standards of professional HR practice and areas of specialization within the field of HR practice. As such standards evolve in the healthcare industry in particular, as well as in business management in general, the staff of The University of Toledo Human Resources department acquire knowledge and skills through professional associations and societies, professional journal reading, attendance at continuing education conferences, etc.
5. In the judgment of HR leadership, the allocation of budgeted dollars between support staff and professional staff.
6. Other institutional circumstances, short-term and long-term, that have direct impact upon the demand for HR services.

Current Staffing

1. Currently there are 46 staff members in the HR department, supporting The University of Toledo Medical Center and UToledo Main Campus, providing services in employment, labor relations, benefits administration, compensation administration, employee relations, diversity initiatives, affirmative action plan, equal opportunity employment and HRIS. The Senior Associate Vice President and Chief Human Resources Officer leads the Human Resources Department. HR staff provides assistance to all University employees. HR partners with stakeholders to develop new ways to deliver services, including increased access of key tools online and electronic communication, and staff may be supplemented by available paid and unpaid interns from The University of Toledo, and students of the University. Appropriate assignments are provided for interns, allowing for learning opportunities, and suitably supervised by professional staff.
2. The Senior Associate Vice President and Chief Human Resources Officer has full authority to determine the number and types of human resources professionals to deploy for the institution.

/s/

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