Part 5: HUMAN RESOURCES

HRLP must be staffed adequately by individuals qualified to accomplish its mission and goals. Within established guidelines of the institution, HRLP must establish procedures for staff selection, training, and evaluation; set expectations for supervision; and provide appropriate professional development opportunities. HRLP must strive to improve the professional competence and skills of all personnel it employs.

HRLP professional staff members must hold an earned graduate degree in a field relevant to the position they hold or must possess an appropriate combination of educational credentials and related work experience.

There must be at least one professional staff member responsible for the administration and coordination of the department. This individual must be knowledgeable about the goals and mission of the program.

Individual residence halls and apartment areas should be supervised by professional staff that have earned a master's degree from accredited institutions in a field of study such as college student personnel, college counseling, or higher education administration or as appropriate.

Degree or credential-seeking interns must be qualified by enrollment in an appropriate field of study and by relevant experience. These individuals must be trained and supervised adequately by professional staff members holding educational credentials and related work experience appropriate for supervision.

Demonstrated skills of leadership and communication, maturity, a well-developed sense of responsibility, sensitivity to individual differences, a positive self-concept, an understanding of how to promote student learning and academic success, and an obvious interest and enthusiasm for working with students are desirable characteristics for professional, pre-professional and paraprofessional staff members.

Student employees must be carefully selected, trained, supervised, and evaluated. They must be trained on how and when to refer those in need of assistance to qualified staff members and have access to a supervisor for assistance in making these judgments. Student employees must be provided clear and precise job descriptions, pre-service training based on assessed needs, and continuing staff development.

Resident/community assistants and other paraprofessionals are expected to contribute to the accomplishment of the following functions: (a) educational programming, (b) administration, (c) group and activity advising, (d) leadership development, (e) discipline, (f) role modeling, (g) individual assistance and referral, and (h) providing information.

HRLP must have technical and support staff members adequate to accomplish its mission. Staff members must be technologically proficient and qualified to perform their job functions, be knowledgeable of ethical and legal uses of technology, and have access to training. The level of staffing and workloads must be adequate and appropriate for program and service demands.
Salary levels and fringe benefits for all HRLP staff members must be commensurate with those for comparable positions within the institution, in similar institutions, and in the relevant geographic area.

HRLP must institute hiring and promotion practices that are fair, inclusive, and non-discriminatory. HRLP must employ a diverse staff to provide readily identifiable role models for students and to enrich the campus community.

HRLP must provide procedures for filing, processing, and hearing employee grievances.

HRLP must create and maintain position descriptions for all staff members and provide regular performance planning and appraisals.

HRLP position descriptions should include adequate time for planning as well as for program implementation.

HRLP must have a system for regular staff evaluation and must provide access to continuing education and professional development opportunities, including in-service training programs and participation in professional conferences and workshops.

Training and supervision to accomplish assigned tasks must be provided to HRLP staff.

HRLP staff members should have a written personal development plan that reflects the goals and objectives of the organization and areas for professional growth.

HRLP staff members must have a working knowledge of all relevant policies and procedures, the rationale for policies and procedures, and the relationship of policies and procedures to the organization's mission statement, goals, and objectives.

HRLP policies and procedures must be reviewed annually and updated as appropriate.

HRLP staff members must be knowledgeable about and remain current with respect to the obligations and limitations placed upon the institution by constitutional, statutory, and common law, by external governmental agencies and institutional policies.

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PART 5. HUMAN RESOURCES  (Criterion Measures)

5.1 The program is staffed adequately with personnel qualified to accomplish its mission.

Compensation levels range within the department based on experience and position level. The committee recommends that Student Affairs work with Human Resources to conduct a compensation analysis, particularly for the
department’s leadership positions, to determine if adjustments are necessary.

ACUHO-I “staff to student” ratio in the halls is met. However, “duty expectations,” especially Assistant Dean and Director of Residential Life duty, creates a situation where there is not adequate staffing for the volume of calls. The committee thought it would be appropriate to look into expectations for duty coverage of Assistant Dean and Director of Residential Life duty (including the types of calls received) at other universities to compare expectations. There is also a question about how maintenance and upkeep is managed.

There is also a question about how maintenance and upkeep is managed centralized in the University versus being managed from within residential life.

5.2 Procedures are in place for staff selection, training, evaluation; supervision, and professional development opportunities.

Student Affairs and Human Resources processes inform selection and evaluation. Training occurs annually and on-going. Supervision includes regular meetings.

5.3 The program strives to improve the professional competence and skills of all staff members.

Formal training occurs annually. Financial support for professional development is provided.

5.4 Professional staff members hold either a relevant graduate degree or possess an appropriate combination of formal education and related work experience.

Assistant Dean has a PhD in Leadership with a Higher Education emphasis; both directors hold Master’s Degrees with Higher Education emphasis, one is currently working toward a PhD; all Community Directors hold Master’s Degrees with a Higher Education focus.

5.5 At least one professional staff member holds responsibility for HRLP.

5.6 Degree or credential-seeking interns are qualified by enrollment in an appropriate field of study and by relevant experience and are trained and supervised by professional staff members with appropriate credentials and work experience.

Interns/Assistant CD’s are enrolled in appropriate field of study as possible however all Assistant CD’s come with relevant experience and participate in significant and on-going training and are supervised by professional staff.

5.7 Student employees and volunteers are carefully selected, trained, supervised, and evaluated and have access to a qualified supervisor for guidance when
exposed to situation beyond their training.

Resident Assistants, Desk Staff and RHA members are carefully selected, trained, supervised and evaluated.

5.8 Student employees and volunteers are provided precise job descriptions, pre-service training, and continuing staff development.

Job descriptions for student staff and volunteers are clear, specific and are reviewed annually.

5.9 Technologically trained and proficient staff members who are knowledgeable of ethical and legal uses of technology are in place to carry out essential program functions.

Regular training occurs in this area.

5.10 Resident/community assistants contribute to a variety of programming, educational, and management functions of HRLP.

Best demonstrated through the use of Mapworks.

5.11 Staffing and workload levels are adequate and appropriate to meet the demands placed on the program by students and other constituents.

This area needs review. A look at day to day responsibilities and the time of all staff around crisis management.

5.12 Staff member compensation is commensurate with those in comparable positions in comparable institutions and situations in the relevant geographical region.

Human Resources has a process to review compensation levels. This committee recommends that this analysis occur.

5.13 Hiring and promotion practices are fair, inclusive, and non-discriminatory.

Done consistent with all University and Student Affairs processes and procedures.

5.14 A diverse program staff is in place that provides readily identifiable role models for students.

Efforts are being made to continue to diversify both professional and student staff. It may be appropriate to review those efforts.

5.15 Position descriptions for all staff members are in place and used for performance appraisal and planning purposes.

Position Descriptions are used for performance evaluation. More work needs to be done to connect them to planning.
5.16 The program has a system for regular staff evaluation.

Every position (professional and para-professional) has a formal evaluation process, often more than once a year.

5.17 The program provides staff members with continuing education and professional development opportunities including in-service programs and professional conferences and workshops.

There are clear efforts to assist RA’s with self-care opportunities. New Student Affairs policies around conference attendance has reduced some professional development opportunities.

5.18 HRLP policies and procedures are regularly updated.

Annually, usually during the spring and summer. A written timeline exists.

5.19 The program provides procedures for filing, processing, and hearing employee grievances.

The University has a process for all full-time staff. A process has been developed for Resident Assistants.

5.20 Staff members of the program support the goals, objectives, and philosophy of housing and residential life.

This is confirmed through the performance evaluation process.

Part 5: Human Resources Overview Questions

A. What is the strategic plan for staffing the program?

The following are current processes:
RA selection
New staff selection using Student Affairs & USD processes
Thorough interview process
Using intent to return process

The committee recommends the following:
There is a need to evaluate whether staffing numbers are adequate and expectations for staff are reasonable.

B. In what ways are staff members’ qualifications insured and their performance judged?

Through a thorough selection process that includes education verification and employment verification.

The performance evaluation process provides an opportunity to assess performance.
C. In what ways does the program train, supervise, and evaluate staff members?

Annual and on-going training for professional and para-professional staff, regular individual meetings with supervisors and regular area and all staff meetings.