Human Resources Spotlight

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Spotlight *is published monthly by Human Resources. Please address any comments to Hillary Kwiatek,* Spotlight *Editor, Human Resources, 428 Brodhead Avenue, send email to* hik210@lehigh.edu, *or call extension 85165.*

Current and past issues of Spotlight *can be viewed at:* www.lehigh.edu/~inhro/spotlight1.html.

EMPLOYMENT

The Online Applicant Tracking System
Making A Great First Impression

A few months ago, we told you that Human Resources (HR) and the Provost Office, with the input of an implementation team, employment coordinators, and academic department staff, are hard at work implementing a new online applicant tracking system with **Hire Touch**. This web-based system will make the application process more efficient for everyone involved – applicants, supervisors, managers, and others.

Progress Report

Since our last report, the implementation team has focused on getting the system ready to go. This includes creating front pages that seamlessly fit in with the Lehigh website and offer a welcoming atmosphere for applicants. The group has also worked on the navigation of the system so that applicants will be able to easily find what they need to apply for jobs. The implementation team, employment coordinators, and HR staff have been testing the system.

We plan to go live with nonexempt staff searches in March and will then move forward with exempt staff and faculty searches after the non-exempt pilot period. Today, we can give you a glimpse at some of the extended features that will improve the entire hiring experience.

Target The Right Applicants

If you're a hiring supervisor or employment coordinator you're familiar with this situation: You have a vacancy to fill. Your paperwork is in order and you've got approval to start the hiring process. Now all you need are the perfect applicants. Advertising is expensive, and you want to be sure you are reaching the right audience of qualified job-seekers.

Job Target (which is within the Hire Touch system) takes the guesswork out of advertising your vacancies. The process allows users (either hiring supervisors or HR staff) to select advertising sources based upon specific positions and backgrounds. The feature creates a suggested advertising portfolio including print and online. It also provides the costs associated with the ads so that users can make their choices based on their budget. Invoices can be handled by HR or within the hiring department.

To be sure that these advertising efforts are effective, this tool also provides metrics. Reports will quantify how many hits/views an advertisement received, how many applicants are in the proc-

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Employment…

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ess of completing an application, and how many applications are received per advertisement. After one year of utilizing Job Target, we will have historical data to show which sites received the best responses and which sites were not accessed as much. These figures will help us to make better advertising decisions in the future.

Integrated Background Checks

Another aspect of the hiring process integrated into Hire Touch is background checks. Hire Touch partners with **Verified Credentials** to provide criminal, financial, and other checks that are an important part of making a good hire. HR staff will be able to select and monitor background checks within the system in real time.

Improved Communication

Communicating with applicants is an important aspect of the hiring process. Applicants should be left with the best impression of Lehigh possible, whether or not they ultimately are offered the position. But when a hiring supervisor receives hundreds of applications, staying in touch quickly consumes time and resources.

The new system automates communications. With a few clicks, hiring supervisors and HR staff can ensure a smooth flow of information to applicants via email at a variety of points throughout the hiring process. Applicants who are no longer being considered can be informed quickly, allowing staff to concentrate their more personal communication efforts towards those still in contention.

There are even more features in the Hire Touch system that will impact employment practices at Lehigh in the coming months. Whether you are a hiring supervisor, employment coordinator, or job-seeker, the process will be more efficient, more measurable, and result in a more positive impression of Lehigh's work environment.

Internal Employment Process Review Yields Results

As part of the implementation of Hire Touch, Human Resources staff and employment coordinators are reviewing all employment processes. Recently, the following decisions were made regarding internal staff employment processes:

- Five day internal process will continue
- Nonexempt staff notices of vacancies will include minimum hiring salary
- Exempt staff notices of vacancies will not include any hiring salary information
- Hiring supervisors will continue to be encouraged to interview all qualified internal applicants
- Internal applicants, once identified as a finalist, will be asked to complete skills testing
- Current background checks procedures will continue.

For more details, see Coffeepot Chatter on page 7.

TIAA CREF Presents

How Am I Doing? Understanding and Achieving Your Long-Term Financial Goals

Tuesday, April 5
8:30 to 10:00 a.m.

Learn about starting early, tax savings, proper asset allocation, and more. Key topics include:

- Getting to retirement
- Investing and taxes
- Envisioning your retirement
- Protecting and planning
- Getting it done
- Wealth management.

Register online today at www.lehigh.edu/HRtraining

Turn to page 6 for more retirement planning advice.

Human Resources Workplace Learning and Performance

Ongoing	***Real Time Coaching—Your Game Plan***	1st & 3rd Fridays By Appointment
	March	
16	***The Lawful Leader: Discipline***	8:00 to 9:30 a.m.
	April	
5	***How Am I Doing? TIAA-CREF Financial Planning Workshop***	8:30 to 10:00 a.m.
5	***Career Coaching for Managers, Part 1***	8:30 a.m. to noon
7	***Career Coaching for Managers, Part 2***	8:30 a.m. to noon
20	***The Lawful Leader: Hiring***	8:00 to 9:30 a.m.

To register for these programs, visit www.lehigh.edu/HRtraining. If you have questions, contact **Mary Jo McNulty** at **extension 83894** or mjd4@lehigh.edu.

For more information about Workplace Learning opportunities, visit www.lehigh.edu/~inhro/WorkplaceLearningCalendar.htm.

ERAC Employee Relations Advisory Committee
Lehigh University

Nominations Accepted for ERAC

Would you like to help make a difference here at Lehigh? The Employee Relations Advisory Committee (ERAC) is accepting nominations **through March 4th** to serve on this very important board. If you would like to serve, you may nominate yourself.

ERAC is strongly committed to a proactive stance in advising the President, through the Vice President for Finance and Administration, on matters of policy and programs pertaining to employee relations. Areas of primary concern include:

Communication
Problem Solving Mechanisms (Resources)
Compensation (Salary and Benefits)
Working Conditions
Staff Recognition and Development

Please visit our website at http://www.lehigh.edu/erac/ for more information.

The **Employee Relations Advisory Committee** and the **Council on Equity and Community Present**:

A Brown Bag Lunch

Staff's Impact On Student Retention

Featuring **Dr. Henry Odi**
Executive Director
Academic Outreach Office

Monday March 21
Rauch Business Center
Room 091

This event is open to the entire Lehigh community.

Mark Your Calendars *Coming Soon!*

Work. Life. Wellness.

HealthScan
Spring Dates Announced
April 13, 14 and 15

Download the Registration Form at:http://www.lehigh.edu/~inhro/forms.html

and

The Second Biennial Benefits and Wellness Fair
May 26, 2011
10:00 a.m. to 2:00 p.m.
Lamberton Great Room

Look for more details in April's *Spotlight*

HR Reminders

- Remember to schedule your floating holidays for 2010-11. There are four this year that need to be taken before June 30, 2011.
- You have until **March 31, 2011** to submit **Flexible Spending Account** reimbursements for calendar year ending December 31, 2010.
- For **tuition benefit** assistance, contact Betty Konczyk, extension 82952 or bjk208@lehigh.edu, or Alice Sikorski, at extension 82789 or ams404@lehigh.edu.
- The **Bethlehem Teachers Federal Credit Union** is on campus each week on Wednesdays in Human Resources from **Noon to 2:00 p.m.** and Thursdays in Iacocca Hall Room C002 from **Noon to 2:00 p.m.**

In The Spotlight

Happy Anniversary!

The following Lehigh employees are celebrating a milestone work anniversary. Congratulations and thank you for your continued service and dedication to Lehigh.

40 YEARS
Stephen Buell, Finance and Law

20 YEARS
Elizabeth Posivak, Development Office

15 YEARS
Russell Bateman, Physics
Stephen Oblas, Communications & Public Affairs

10 YEARS
Gregory Glosan, Transition & Assessment Services
Vicki Waldron, Biological Sciences

5 YEARS
Ian Airgood, College of Arts and Sciences
Christine Moyer, Civil & Environmental Engineering

Transitions

Join us in wishing these individuals success in their new position or career. We are very pleased they have chosen to be part of Lehigh University. All the best of luck!

Victoria Aitchison, Development Office
Stacey Blue, Athletics
Amy Hough, Athletics
Albert E. Mussad, College of Education

Retirements

Lehigh University extends best wishes to its newest retirees as they begin the next chapter of their lives:

Robert Folk, Physics
Eugene Kozma, Center for Advanced Nanotechnology

Lehigh Remembers. . .

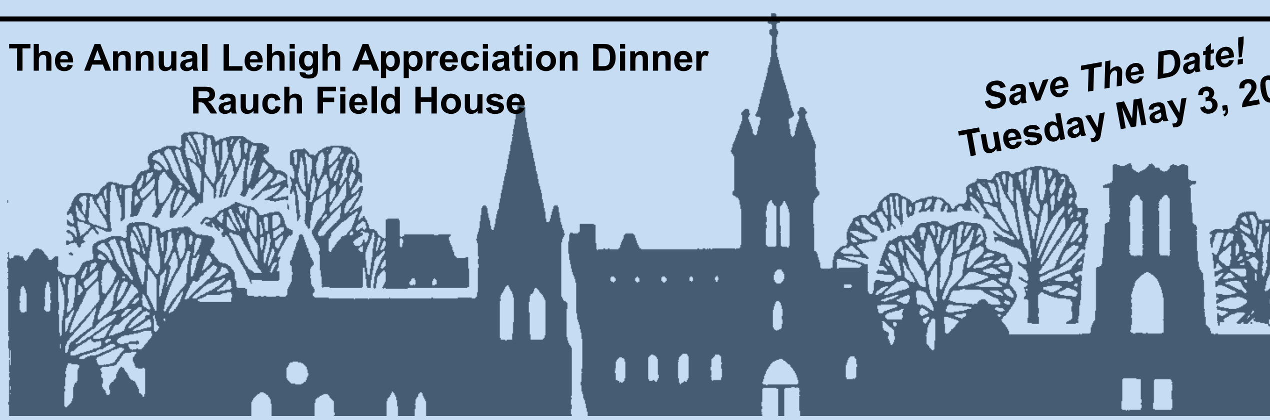
Harold Clarke
1922-1931

Bernadine Dancho
1931-2011

Elsie Horvath
1922-1931

The Annual Lehigh Appreciation Dinner
Rauch Field House

Save The Date!
Tuesday May 3, 2011



Tradition of Excellence Awards

In last month's issue we featured a large number of *Tradition of Excellence Award* winners for their exemplary performance. Below are several more whose awards were presented after the February Spotlight deadline. Congratulations to everyone.

Individual Award

Heather Seagroatt, Advancement

Heather's nominator emphasized the outstanding support Heather shows for others, particularly with regard to sharing the wealth of knowledge that she has about Lehigh, noting, "The pressure of Heather's position is no doubt heavy, but she unfailingly models an exemplary professional and personal relationship with every member of the team." The nominator also points out that Heather has gone the extra mile during periods where staffing was not optimum, and that, "her commitment to the university is unequivocal, and her ability to accomplish several complex tasks simultaneously is extraordinary."

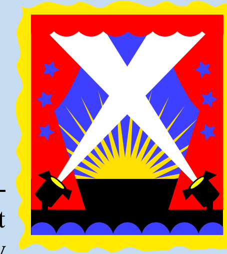
Team Awards

Lehigh on Location Project Team
Communications and Public Affairs
Tricia Long, Laura Turner, Tom Yencho

Lehigh on Location is a collaborative effort developed by the Office of Communications and Public Affairs (CPA) to support the grand challenge of globalization outlined in the university's strategic plan. Lehigh on Location blogs visually document international student experiences as they happen.

The team from CPA designed interactive blogs. They support the continuing effort by training students and faculty on using the blogs as well as the Flip video cameras they are given to capture video. The traveling research teams are able to share their experiences in real time by using a shared online drop box. The blogs are fully integrated with Google Maps, allowing viewers to pin point exactly where video footage was captured.

Since launching last year, Lehigh on Location blogs have featured trips to Singapore, Iceland, China and Zambia. Viewers have been able to follow along on journeys through massive cities like Beijing and small African villages. Additional blogs are planned for student/faculty research trips to Cambodia, Israel, Costa Rica and more. At the time of the team's nomination, videos on the blogs had been viewed over 16,000 times.



University Events Team
Margie Bartholomew, Stephanie Bodnar, Caroline Clifford

According to their nominator, despite curveballs and significant changes this past fall, the University Events team pulled of several highly successful major events within several days. Their nominator praised them in particular for quickly switching gears when Family Weekend lost its centerpiece event, a home football game. The team created a brand-new event for the weekend, *Feasting by the Flagpole*, which was a hit with the parents.

Following Family Weekend, the team geared up for Founder's Day just five days later. This event included new elements designed to attract students to the event, such as a pep rally, tailgate-style food, the Marching 97s and cheerleaders. The team's work paid off in a standing-room-only crowd in Packer Chapel.

Finally, the team executed a special Founder's Day dinner at the President's House and the annual Zoellner Gala dinner featuring Yo-Yo Ma. As their nominator noted, "If ever three Lehigh staffers deserved a Tradition of Excellence Award, it's Caroline, Margie and Stephanie, for their outstanding work that week and over the years."

Who Can Nominate Someone for a Tradition of Excellence Award?

EVERYONE!

Do **you** know someone at Lehigh who deserves special recognition? Consider nominating them for a ***Tradition of Excellence Award***.

The Lehigh Tradition of Excellence Award program was designed to honor full and part-time staff members (exempt, nonexempt, research) who exemplify through their character, job performance, or team work, the values that the University embraces.

Nominations are accepted year-round and awards are announced in spring and fall. For more information, including a list of awards committee members and nomination forms, please visit the HR website at http://www.lehigh.edu/~inhro/TOE.htm.

Saving For Retirement
Just Do It

It's a message that bears repeating: Supplementing your employer-provided retirement account through Lehigh's Voluntary 403(b) Retirement Savings Plan (VRSP) is a smart idea. Even a modest amount can add up to a significant difference when retirement rolls around. And, most importantly, the time to start is now.

Mary and John: A Case Study

Let's follow our new co-workers Mary and John, fresh out of college and just starting their careers. While they both have student loans they are working to pay off, Mary still manages to squeeze an extra $15 from her paycheck (the minimum monthly VRSP contribution) to put towards retirement.

Nine years later, John starts saving as well, also at that minimum level. The two continue to save the minimum – just $180 per year – until retirement at age 65.

At that modest rate, you might think Mary didn't come out too far ahead of John. After all, she only put away about $1,800 more than John. Think again.

At the end of their careers, using a conservative estimate of five percent annual earnings, Mary will have a retirement fund of $31,881.50. John will have amassed just $18,113.06. Mary only put away 28% more than John, but she has 76% more in her account at retirement.

How did this happen? When you save tax deferred, and the tax on all earnings is also deferred until you take the money out at retirement, you have more money earning money all along the way. The 10 year head start Mary had on John made the difference. She had saved only $1,800 by the time John started; and her account was only worth about $2,400 at that time. But that additional balance—over the next 35 years—gave Mary a much larger source of additional income for her retirement.

Don't Worry, Get Educated

Stocks or Bonds? VRSP or Roth IRA? Start now or wait until later? There are so many questions when it comes to planning for retirement.

If thinking about saving for your later years sends you into a panic, arm yourself with information. Here are three simple steps you can take:

- Attend the upcoming TIAA-CREF Workshop: ***How Am I Doing? Understanding and Achieving Your Long-Term Financial Goals.*** This is a great opportunity to begin a plan or to make sure the plan you have is on track. The session takes place Tuesday, April 5 at 8:30 a.m., and you can register here. (https://fp2.cc.lehigh.edu/intrn/hrtrainingweb_interface/Results/submission_form.asp).
- Schedule a one-on-one meeting with TIAA-CREF. Lehigh's representative is on campus every month so that she can be available for confidential counseling sessions with staff and faculty. Call Human Resources (HR) at 83900 to set up an appointment.
- Talk with someone in HR about the VRSP. Patti Glasgow (83936, pjg209) or Tim Hinkle (85167, th09) can speak with you about the full range of VRSP options available at Lehigh, including **Fidelity**, **American Century**, **Vanguard** and **TIAA-CREF**.

Remember, no matter where you are in your career, today is the perfect day to start saving more for your retirement.

VRSP or ROTH IRA?

The Voluntary 403(b) Retirement Savings Plan (VRSP) and a Roth IRA—what are the differences?

VRSP: TAX-DEFERRED SAVINGS

With the VRSP, you can save up to $22,000 **tax deferred** during 2011 ($16,500 for everyone and an additional $5,500 for those age 50 and over). Saving tax deferred allows you to save more, since pay generally only goes down 75% of the amount you save. If you save $100 a month tax deferred, the net effect is a decrease of only $75 a month in your paycheck. All VRSP deposits and earnings are taxed when the funds are withdrawn after age 59 ½.

ROTH IRA: TAX-FREE EARNINGS

Depending on income (there are upper limits) an individual can save up to $6,000 in **after-tax income** in a Roth IRA ($5,000 for everyone; an additional $1,000 amount for those over age 50).

If the Roth is held for the time period required in the law, the account earnings **are not taxed** when withdrawn; after age 59 ½. Deposit amounts can always be withdrawn without penalty, since they went in after tax anyway.

WHICH IS BETTER?

The VRSP allows anyone—regardless of income—to defer up to $22,000 this year. Roth contributions can be limited, based on individual or family income; but cannot exceed $6,000 during 2011.

The VRSP allows many individuals to save more, since federal taxes don't apply at contribution time. Tax-free Roth earnings are appealing, but one often starts with a lower savings amount, since federal taxes need to be paid before the savings amount can be identified.

A number of studies have been done to try to determine whether it's better to pay taxes first and get tax-free earnings (the Roth); or to pay taxes later on everything (the VRSP), and have more money earning money until the taxes are paid (all deposits plus all earnings generated along the way). Bottom line? There is no clear, unequivocal winner.

One final thought: It's possible to use both savings vehicles. The savings limits for each product do not cancel one another out.

Coffeepot Chatter or Water Cooler Wisdom

Harry: *Say, Maria, whatever happened with that focus group you went to about the internal employment process?*
Maria: *After we had our session, there were a few more. Then employment coordinators from all across campus were given our input to discuss further.*
Harry: *Sounds like a lot of talking. Did you guys decide anything?*
Maria: *Our group didn't make decisions, but the employment coordinators did. The procedures they adopted will be used with the new applicant tracking system that's rolling out soon.*
Tom: *Yes, our department's employment coordinator participated. She'll share about it at our next full staff meeting.*

As part of the strategic plan to invest in faculty and staff, Lehigh strives to offer career opportunities for employees who are ready, willing, and able to take on new roles and responsibilities. During 2010, one third of all vacant positions were filled by internal candidates.

Late last year, **Human Resources** (HR) and the **Provost's Office** began a thorough review of campus hiring processes as part of implementing the applicant tracking system (see page 1). First up — internal staff application process.

Employment coordinators (staff members from each area of the university that support the employment process) examined each step, analyzing current practices in the broad categories of **Job Postings**, **Applicant Interviews**, **Skills Testing**, **Background Checks**, **Reference Checks**, and **Communications**. They then decided whether to keep or amend each of the current practices.

Job Postings

Currently, staff vacancies are posted on the HR website for five days before advertising externally. This provides a period during which internal applications take precedence. Employment coordinators decided that this period should continue in general; however, for specialized positions (where the majority of candidates will necessarily come from outside of Lehigh), it can be waived. HR will develop a list of such positions.

Coordinators tackled the issue of how much salary information should be included in job postings. Currently, only salary grades are displayed for exempt positions, while information provided for nonexempt positions is limited to the minimum hiring salary. Internal candidates have access to the salary tables via the **Campus Portal**.

The employment coordinators recommended continuing the current practices for both exempt and nonexempt postings.

To ensure that both the hiring supervisors and applicants are within the same salary range, some employment coordinators expressed an interest in knowing what applicants hope to earn. The new system will include a voluntary field for "salary expectations" which applicants may complete. Managers are encouraged to discuss expectations during initial telephone interviews.

Interviews

The employment coordinators discussed the current process, which encourages (but does not require) supervisors to interview all <u>qualified</u> internal applicants. With the new online system, managers will be able to review all applications. The group decided supervisors should be able to continue to have discretion as to who they would like to interview. HR will continue strongly recommending but not requiring supervisors to meet all qualified internal candidates. HR will continue meeting with and/or discussing positions applied for with <u>all</u> internal candidates. Internal applicants are encouraged to take advantage of HR's one-on-one career counseling.

Skills Testing

Testing applicants helps determine their level of skills. Current HR practice is to administer skills testing to internal candidates if they are considered among the top candidates for a position. External candidates are tested at an earlier point in the hiring process.

The issue of skills testing for internal candidates has caused some concern in the past; however, in general employment coordinators agreed that it remains important to evaluate the skills of all final candidates. This practice will, therefore, continue, with supervisors selecting no more than two tests to be administered.

Skills testing is only part of the total application picture. Applicants should know that they can discuss any concerns they have regarding their scores with HR.

Background/Reference Checks

Background checks, such as social security, education, and criminal records are performed for all final external candidates. Other background checks, such as credit and Department of Transportation (DOT) checks may be processed. With internal candidates, such checks are only performed if they are relevant to the job. For example, if the position requires driving, a DOT check will be initiated for an internal finalist. These checks will continue to be run on internal candidates in the future. Reference check procedure also remains the same.

Communications

Presently, internal candidates who were finalists but not offered a position receive an email from HR and a phone call from the hiring supervisor after an offer letter has been signed. With the new system, candidates who are no longer being considered prior to this stage will be notified automatically via email.

Discussion ensued regarding the timing of the notification for finalists. Ultimately it was decided to continue to disclose the decision to finalists only after a signed offer letter was obtained. This practice was deemed the most practical and sensitive of all options.

When applicable, hiring supervisors are encouraged to speak openly with final internal candidates who are not offered positions and to encourage them to continue to apply for positions.

More To Come

The review process continues. Next up is a look at external candidates, followed by faculty hiring practices.

Benefits 101: Medical Insurance for Spouses and Partners

"I recently got an email from Human Resources asking questions about my partner's access to medical coverage through her employer – what's that all about?"

Many Lehigh employees include their spouse or partner on their university-provided medical insurance plan. The university's benefits policy states that spouses and partners are eligible for primary coverage from Lehigh if one of the following is true:

1. The spouse or partner is not employed and does not have access to employer-sponsored medical benefits.
2. The spouse or partner is employed but does not have access to employer-sponsored medical benefits for which the employer pays at least 50% of the cost.
3. The spouse or partner is employed, has access to employer-sponsored medical benefits which s/he declines, and you choose to pay the $100 per month *spousal surcharge*.

The *spousal surcharge* helps offset the cost of covering individuals who would otherwise have access to coverage through their own employer. This is a way of keeping costs down for the entire Lehigh community.

Coordination of Benefits

Each year, HR needs to ask all employees who include their spouse or partner on their coverage to confirm that one of the three criteria has been met. This is called "Coordination of Benefits" and it is standard practice by all employers offering medical insurance. It would not be financially responsible for multiple employers to provide primary medical insurance coverage for the same person.

HR asks for this information annually because circumstances are always changing – people take new jobs, leave a current job, or find themselves without medical coverage for a variety of reasons. While it may seem a little annoying to have to answer this question year after year if your own situation doesn't change, HR asks for your understanding and patience. Having accurate information allows the university to continue to provide cost-effective medical benefits for everyone.

The Online Incident Form: *When In Doubt, Fill It Out*

Safety is everyone's concern on campus. When it comes to notifying the university about incidences of gender-related violence, it's also a duty.

Did You Know?

As representatives of the university, staff and faculty members who learn of gender-related violence involving our students are obligated to share that information with the official channels of Lehigh charged with responding to such matters. Gender-related violence includes sexual assault, intimate partner violence, and stalking .

This notification mandate is true whether or not the student wishes to pursue any charges or other consequences to the perpetrator. It's also true regardless of where the violence may have taken place. In other words, even if the occurrence a student shares happened back at home or in the distant past, staff and faculty have a responsibility to notify the university about it.

Lehigh Responds

One of the ways Lehigh responds to gender-related violence is through a corps of trained advocates who can assist survivors with obtaining medical help, psychological counseling, and legal services. The Women's Center is now taking the lead in recruiting and preparing advocates who come from across the university. There are currently advocates who can help survivors from a variety of backgrounds, including a Spanish bilingual advocate, male advocate, and advocate trained on graduate student concerns.

The Women's Center has also been working to make incident notification a simpler process for everyone. Recently, after discussions with staff involved in responding to gender-related violence, Women's Center assistant director Michelle Issadore decided that the university's Staff and Faculty Incident Notification Form could be improved.

The New Incident Report Form

The revised form is now up and ready for use on The Women's Center website at http://www.lehigh.edu/womenscenter/sv_reporting_fs.html.

Detailed instructions for completing the form are included on the webpage. Keep in mind that you may skip any portion of the form you do not wish to complete with the exception of certain required fields. If you do not have knowledge about some of the information requested on the form, you may skip that portion. Faculty and staff only include the last four digits of a student's Lehigh Identification Number (found on Banner), so their identity remains anonymous.

This form is automatically transmitted to both The Women's Center and the Lehigh University Police Department (LUPD). Faculty and staff can also call LUPD or the Advocates, in addition to or in place of the form.

Remember that as a representative of the university, it is your obligation to notify the university about what you learn. If you have any questions about completing a notification form, or about gender-related violence in general, you can contact the Women's Center at 86484 or inwnc@lehigh.edu.

LEHIGH UNIVERSITY