

GBAnalytic #7: HR and PBO Partnerships

The seventh GBAnalytics survey was developed by the GBA Data and Benchmarking Committee and distributed to Principal Business Officers in late March, 2018. The survey closed in early April 2018. Forty-six schools provided data.

Please indicate the amount you agree with each statement on a scale of 1 to 5 (1 = Strongly Disagree; 5 = Strongly Agree)

(Respondents could only choose a **single** response for each topic)

		1	2	3	4	5	Mean
1) Labor regulations and policy issues. Examples: Fair Labor Standards Act (FLSA) impact on wages and budgets, Affordable Care Act changes impacting benefits	Count	0	4	12	13	17	3.935
	% by Row	0.0%	8.7%	26.1%	28.3%	37.0%	
2) Workforce diversity and salary equity concerns. Examples: gender and URM pay equity best practices, Fair Market Value (FMV) for clinical faculty	Count	0	1	8	13	23	4.289
	% by Row	0.0%	2.2%	17.8%	28.9%	51.1%	
3) Understanding or providing benchmark resources. Examples: faculty turnover benchmarks, compensation benchmarks for Medical School specific positions	Count	1	1	4	14	25	4.356
	% by Row	2.2%	2.2%	8.9%	31.1%	55.6%	
4) Talent acquisition and development for administrative staff. Examples: faculty recruitment benchmarks (time to fill, quality of hire), leadership development, succession planning	Count	0	1	7	16	21	4.267
	% by Row	0.0%	2.2%	15.6%	35.6%	46.7%	
5) Retention and recruitment of exceptional faculty. Examples: national networks to find top faculty, utilizing leadership programs such as ELAM, Dean's Fellowship Program, MBA or leadership opportunities	Count	1	2	11	15	16	3.956
	% by Row	2.2%	4.4%	24.4%	33.3%	35.6%	
6) Benefits. Examples: what does the school offer versus the University; do we need to adjust benefits (remove/add) do you offer clinical faculty additional benefits beyond University benefits; do you offer supplemental dental, vision, retirement	Count	2	3	16	8	16	3.733
	% by Row	4.4%	6.7%	35.6%	17.8%	35.6%	
7) Support for Student Services. Examples: size of Student Affairs office; what does central campus offer	Count	1	9	15	11	9	3.400
	% by Row	2.2%	20.0%	33.3%	24.4%	20.0%	

Any additional ideas, not listed above:

- Organizational Efficiency; desk audits
- What does a start up package look like by faculty rank?
- Sharing or having access to a database of job descriptions and helpful templates and information on performance metrics and types of effective assessments with samples for faculty and staff would be helpful.
- Benchmarking regarding size of functions such as student services listed in item # 7 is increasingly important. Having an objective person/office gather information as opposed to business units "cherry picking" would be great.
- Policies and procedures (generally) for things such as volunteers, non-competes, professional leave, and other administrative/HR policies
- No additional comments, you have captured what I believe the areas where assistance would be greatly appreciated... thank you!!!!
- Workforce morale and satisfaction.
- Keeping informed about the grievance process/grievances against the school
- Salary market analysis
- Change management and communicating updates to busy faculty. Providing templates and best practice examples of letters and policies.
- Additional areas might include: (a) Avoiding/Appropriately addressing workplace concerns (harassment, etc.); (b) developing or enhancing the organizational culture; (c) improving or optimizing organizational design; and (d) effective and efficient coaching techniques for leaders to deploy with their teams.
- At our institution, we use a very archaic employee evaluation / annual merit raise methodology. The Medical School is locked into the greater University from a policy perspective, but I believe we have greater flexibility regarding the evaluation tool(s) we utilize and the process we use to determine the distribution of merit dollars. I have had zero success in moving our HR team on this issue.

Questions? Please contact Heather Sacks at hsacks@aamc.org