Office of Human Resources

Spring 2015

Department Representative Meeting

April 1, 2015



Office of Human Resources

# Welcome and Introduction

**Amber Pursley** 

Program Coordinator, Communications & Faculty
Relations



Office of Human Resources

Thank you to our Partners:

College of Medicine

Office of Business Services



Office of Human Resources

# Finance & Administration Updates

Kyle Clark

Vice President for Finance and Administration



Office of Human Resources

# Joint FAMU/TCC/FSU Fiscal Officer Meeting

- Hosted a joint fiscal officer meeting between Florida Agricultural & Mechanical University, Tallahassee Community College and Florida State University
- All 3 vice presidents and 13 executive staff attended
- Topics included enhanced collaboration and better services for students
- 12 action items before our next meeting in July 2015

Office of Human Resources

# New Budget System

- Developing a new web-based application that delivers financial consolidation, reporting and analysis in one solution
- This will allow us to enhance budget development and reporting/analysis capabilities
- Streamline processes
- Enhanced integration between Human Resource
   System and Finance System
- Provide greater transparency and accountability

Office of Human Resources

# Student Refunds

- Students used to receive aid 5 days <u>after</u> start of semester
- Students now receive aid <u>before</u> start of semester

<u>Term</u>	<u>Term</u>		Spring 2014		<b>Summer 2014</b>	<u>Totals</u>
Federal	\$	105,587,584	\$	101,167,304	\$ 42,112,916	\$ 248,867,804
State		24,175,580		24,271,858	-	48,447,438
Institutional		13,229,527		13,298,795	7,548,331	34,076,653
Private		7,314,047		6,786,205	1,040,105	15,140,357
Foundation		2,310,440		1,531,757	491,194	4,333,391
Totals	\$	152,617,178	\$	147,055,919	\$ 51,192,546	\$ 350,865,643
Number of Students		31,895		30,816	11,344	74,055



Office of Human Resources

# **Shared Services Initiatives**

- Board of Governors requires participation by all 12 universities
- Asked FSU to co-chair state-wide committee
- Weekly meetings
- Legislative Budget Request by Board of Governors
  - \$10 million reduction across all system components....
     Potential return based on participation
  - \$2 million request for additional funding to be distributed based upon participation/system initiatives
  - Funds would be allocated based on demonstrated savings through shared contracts or collaborations

Office of Human Resources

# **Shared Services Initiatives**

- FSU has been a leader in this field
- \$25 million dollar spend through shared services contracts with over \$9 million in quantifiable savings
- Examples include multimedia equipment, lab supplies, collection services, data recovery, moving services, information technology equipment, and software



Office of Human Resources

# **Shared Services Initiatives**

- Current shared services initiatives underway
  - Spend analytics software
  - Deferred maintenance software
  - Background checks
  - International travel insurance
  - Travel and expense management
  - Electronic signature tool
  - Lab supplies



Office of Human Resources

# Key Efficiency and Effectiveness Initiatives

- Fleet management
- Cell phone allowances
- Procurement
- Space management
- Energy conservation
- Process Improvements



Office of Human Resources

# Project Reports – Fleet Management

- Primary goals:
  - Improve the maintenance of existing vehicles and ensure their efficient utilization
  - Implement standards for vehicle disposal or replacement
  - Create a uniform appearance for campus vehicles
  - Reduce the number of vehicles on campus
  - Provide alternatives to vehicle ownership



Office of Human Resources

# Project Reports – Fleet Management

- Preliminary Fleet Management Plan:
  - Committee meetings held all Fall and Winter
  - Plan in final draft stages that includes:
    - Program parameters
    - Responsibilities
    - Suggested fees
    - Alternative uses
    - Suggested implementation schedule



Office of Human Resources

# Project Reports – Cell Phone Allowance

- Policy complete
- Many departments have piloted
- Currently over 35% of campus has migrated to the plan (232 employees)
- Reduces expenses by an estimated \$100,000



Office of Human Resources

# Project Reports – Procurement

- New policy changes
- Procurement card usage up
  - Rebate 50% greater than last year
  - Additional reports provide greater review
- Purchase order efficiencies

SpearMart Statistics										
	# of Catalogs Enabled	# of Transactions Processed	Average Processing time per PO							
FY11	20	12,272	0.73							
FY12	20	13,120	0.74							
FY13	21	11,033	0.86							
FY14	25	12,845	0.75							
FY15*	25	7,944	0.06							



Office of Human Resources

# Project Reports - Space Management

- Arts & Sciences space inventory is complete
  - 37 buildings and 2,201,787 sq ft
  - CAD drawings uploaded to an Integrated Workplace Management System and additional data has been included to meet BOG new reporting requirements
- CAD drawings for 5 M sq ft of space are currently being processed to include template standards, smart numbering for rooms, etc. to enable upload into the Integrated Workplace Management System
- CAD drawings for the remaining 5 M sq ft of space will be completed by June 30
- Working with campus E911 group to establish a process to ensure emergency contact information is updated in a timely manner

Office of Human Resources

# Project Reports – Energy Savings

- <u>Civic Center</u>: Performance Contract is 50%
   <u>complete</u>. Currently optimizing control systems
- Chemical Sciences Building: Updating systems to reduce air changes. Estimated \$50k per year in savings
- Carothers Building: Currently installing low tech thermal diffusers. Estimated 8-10% reduction in energy use
- University Center: Commenced construction of demand side management system

Office of Human Resources

# Project Reports – Energy Performance Contract Evaluation

- College of Medicine building
- Psychology building
- Biomedical Research Facility
- Research A & B



Office of Human Resources

# Project Reports – Process Improvement

- Process Improvements and Transition from Paper to Electronic Documents
  - Human Resources all new employee forms are electronic, reduced need for manual data entry, mass appointment of graduate assistants
  - Property Services only electronic forms, effective March 1, 2015
  - Athletic DSO and Development Funds improved internal processes and increased use of electronic payment requests.
     Estimated reduction of steps in transaction process is more than 75%
  - Admissions workflow improvements and reduced paper transcripts from 30,000 to 6,000 freshman applicants
  - Financial Aid



Office of Human Resources

# **Project Report - Sightlines**

- Annual stewardship annual investment needed to ensure buildings will properly perform and reach their useful life
- Asset reinvestment accumulated backlog of repair/ modernization needs and the definition of resource capacity to correct them
- Operational effectiveness effectiveness of the facilities operating budget, staffing, supervision, and energy management
- Service measure of the service process, the maintenance quality of space and systems, and the customers' opinion of service delivery

#### Office of Human Resources

# **Project Report - Sightlines**

- Clemson University
- **George Mason University**
- Georgia Institute of Technology
- Kansas State
- Louisiana State University
- Mississippi State University
- University of Alabama
- University of Mississippi
- University of Tennessee
- University of Arkansas
- **University of Central Florida**
- University of Florida
- University of Kentucky
- University of Maryland
- University of Missouri
- Virginia Commonwealth University



Office of Human Resources

# **Project Report - Sightlines**

- Preliminary report shows:
  - Staffing levels in maintenance, grounds, custodial, and other facilities areas are on par with other institutions with the same level of complexity
  - Capital renewal continues to be an area of concern
  - Our energy consumption is well below our peer group
  - General inspection and customer service scores are well above peer group

Office of Human Resources





- Facility brought up to ACC caliber standards for basketball
- Significant facility improvements for other community events
- Facility improvements and Global Spectrum management have produced a busier Spring event schedule than the past 10 years
- Through January, 210 events held in the facility with more than 185,000 attendees
- March May slated to be one of the busiest times in history
- Anticipate a positive cash flow this fiscal year



Office of Human Resources



- Operated by Seminole Golf Partners, effective August 1, 2014
- Financial Update through January 2015
  - Membership revenue up 55.1%
  - Green fee revenue up 45.8%
  - Cost of goods sold down 19.3%
  - Payroll expense reduced by 25.1%
  - Operating expenses reduced by 23.7%
  - Overall net income up 101.8%



Office of Human Resources

# Why is Payment Card Information Security and Privacy Important?

- Collecting payments via credit and debit cards has become a universally accepted method for conducting business efficiently
- By accepting payments via credit and debit cards, FSU is contractually obligated to secure these transactions
- A public exposure of University-managed payment card data would negatively affect the FSU brand and limit its ability to:
  - Collect payments from the business partners registered with the FSU Controller's Office
  - Raise funds from alumni and other University supporters
  - Enable students to efficiently pay for goods and services that enhance their experience while enrolled at the University (ex: theater tickets, gym memberships, game day gear, etc.)

Office of Human Resources

# Project Approach

- A Baseline Payment Card Industry Data Security Standard (PCI-DSS) assessment was completed at FSU in January 2015 and included more than 30 departments, Direct Support Organizations (ex: Boosters, Foundation), and third-party entities (ex: Aramark)
- Based on the findings received from this report, Information Technology Services (ITS) and the Controller's Office will lead the identified enhancement efforts
- Phase I Governance, Design, and Implementation of Card Processing and System Administration Solutions and Technology Policy and Procedure development
- Phase II Physical Security Solutions, Operational Policies and Procedures, as well as Ongoing Technology Support
- The Project will be completed in March 2016

	Project Timeline:	Q1 15	Q2 15	Q3 15	Q4 15	Q1 16	Q2 16	Q3 16	Q4 16
1	Governance								
2	Design and Implement Card Processing Solutions							U Reports to	
3	Design and Implement System Administration Solutions			•			a	s PCI Comp	liant
4	Design and Implement Physical Security Solutions								
5	Develop and Implement Technology Policies and Procedures								
6	Develop and Implement Operational Policies and Procedures						TILL	ĺ	
7	Develop and Implement Ongoing Technology Support Proce	5							
8	Steady State Ongoing Support						STEADY	YSTATE	



#### Office of Human Resources

# System Critical Deferred Maintenance Request

2015-16

96,850,477 \$

	2014-15								
	2014-15	2014-15							
School	Request	Allocation							
FAMU	\$ 2,897,859	\$ 925,508							
FAU	5,814,937	1,857,154							
FGCU	2,500,000	798,441							
FIU	6,239,694	1,992,811							
FPU	-	-							
FSU	8,450,000	2,698,731							
NCF	2,950,000	942,160							
UCF	6,844,391	2,185,937							
UF	9,385,300	2,997,444							
UNF	3,600,000	1,149,755							
USF	9,939,849	3,174,553							
UWF	4,000,000	1,277,506							
Total	\$ 62,622,030	\$ 20,000,000							

201	5-16 Request	R	2015-16 LBR Recommendation	% of Total LBR Recommendation
\$	3,900,000	\$	1,551,978	3%
	7,710,000		3,068,142	6%
	2,214,000		1,660,500	3%
	14,079,004		5,602,643	11%
	-		-	0%
	12,145,000		9,108,750	18%
	3,250,000		2,437,500	5%
	9,704,545		7,278,409	15%
	17,635,300		7,017,847	14%
	3,700,000		1,472,390	3%
	19,391,509		7,716,718	16%
	3,121,119		2,340,839	5%

49,255,717

Office of Human Resources

# Facilities Design & Construction **Active Major Projects**

$^{\circ}$	CF	TT	71	<b>\T</b>	TT	
•		-1 P	1	11		-
. ,				,,		

#### **BUDGET**

Project Number		Architect/ Engineer	Bid/Guarantee Max Price	Construction	Substantial Completion	Planning	Construction	Equipment	Total
FS-242	University Housing Replacement	11/15/2012	6/20/2013	8/5/2013	6/15/2015	\$7,600,00	\$ 46,300,000	\$1,500,000	\$ 55,400,000
FS-221	University Housing Replacement Ph 2	9/29/2014	2/20/2015	5/15/2015	6/1/2017	5,110,00	58,000,000	1,390,000	64,500,000
FS-259	Earth Ocean. & Atmosph. Sci. (EOAS)	9/5/2013	TBD	TBD	TBD	3,850,00	56,100,000	5,000,000	64,950,000
FS-298	Asian Art Study Center	4/1/2012	9/15/2013	12/20/2013	4/20/2015	900,00	8,850,000	100,000	9,850,000
FS-218	Doak Campbell Stadium Improvements	9/1/2014	TBD	TBD	TBD	5,000,00	75,000,000	5,000,000	85,000,000
31671	Athletics Locker Room/Offices	05/01/14	06/04/14	06/13/14	07/29/14	250,00	2,500,000	250,000	3,000,000
FS-275	Interdisciplinary Research & Commercialization Bldg (IRCB)	3/15/2015	TBD	TBD	TBD	12,500,00	55,000,000	17,500,000	85,000,000
FS-314	Donald L. Tucker Center	Varies	Varies	Varies	Varies	427,47	7,915,577	8,343,047	16,686,094
31780	Tucker Locker Room Improvements	10/18/14	05/18/15	05/25/15	11/30/15	250,00	3,500,000	250,000	4,000,000
FS-321	College of Engineering (FSU\FAMU)	2/1/2015	6/1/2015	TBD	TBD	1,600,00	8,200,000	200,000	10,000,000

Office of Human Resources

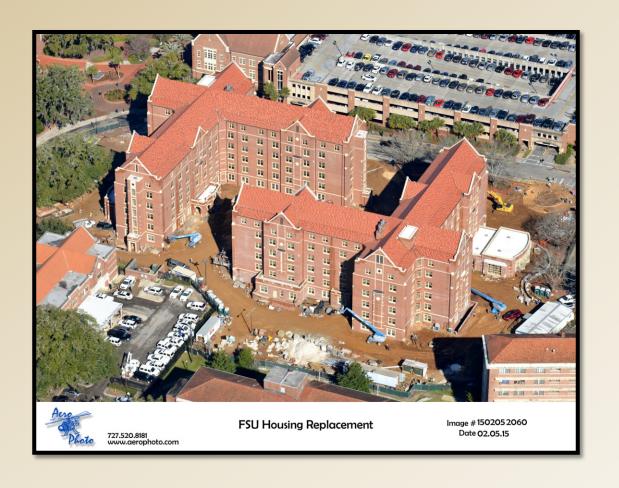
# **University Housing Replacement Phase 1**

- 872 bed facility in suite style
- Study areas, lounges, recreation areas
- Substantial completion June 2015
- 192,000 Gross Square Feet
- Anticipated cost of \$55 million



Office of Human Resources

# **University Housing Replacement Phase 1**



#### Office of Human Resources

# University Housing Replacement Phase 2 and Food Service

- 912 bed facility in suite style
- Common areas for study, lectures, recreation
- Includes a new dining concept
- 193,000 Gross Square Feet (Residence Hall)
- 19,300 Gross Square Feet (Dining)
- \$64,500,000 estimated costs



Office of Human Resources

# University Housing Replacement Phase 2 and **Food Service**





Office of Human Resources

# Earth, Ocean, Atmospheric Sciences Building (EOAS)

- Will provide state of the art classrooms, teaching labs, research labs, and offices
- 130,000 Gross Square Feet
- Approximate cost of \$65 million



Office of Human Resources

# Doak Campbell Stadium Improvements

- Improvements include the South end-zone club, ballroom, towers, skybox renovation, structural repairs, mechanical upgrades, and paint
- Anticipated costs not to exceed \$85 million



Office of Human Resources

# **Doak Campbell Stadium Improvements**



Office of Human Resources

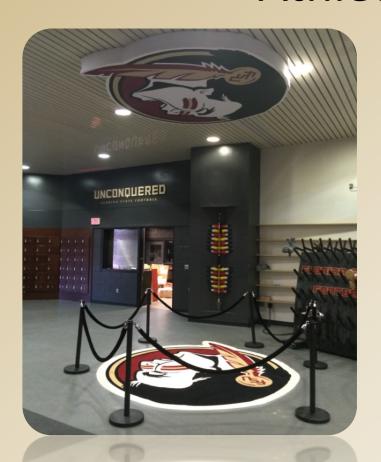
# **Athletics Renovation**

- Phase 1 includes locker room, tradition/trophy areas, meeting room, and coaches' offices
- Phase 2 includes restroom, mechanical, and additional team facilities



Office of Human Resources

### **Athletics Renovation**







Office of Human Resources

### **Athletics Renovation**





Office of Human Resources

### **Athletics Renovation**



Office of Human Resources

### Donald L. Tucker Center

- A number of improvements have been completed
  - Seats, scoreboards/ribbon boards, flooring, and loading doc improvement
- A number of projects are underway
  - Life safety, marquee, mechanical upgrades

Office of Human Resources

### Donald L. Tucker Center



Office of Human Resources

# Donald L. Tucker Center Locker Room Improvements









Office of Human Resources

# Questions?



Office of Human Resources

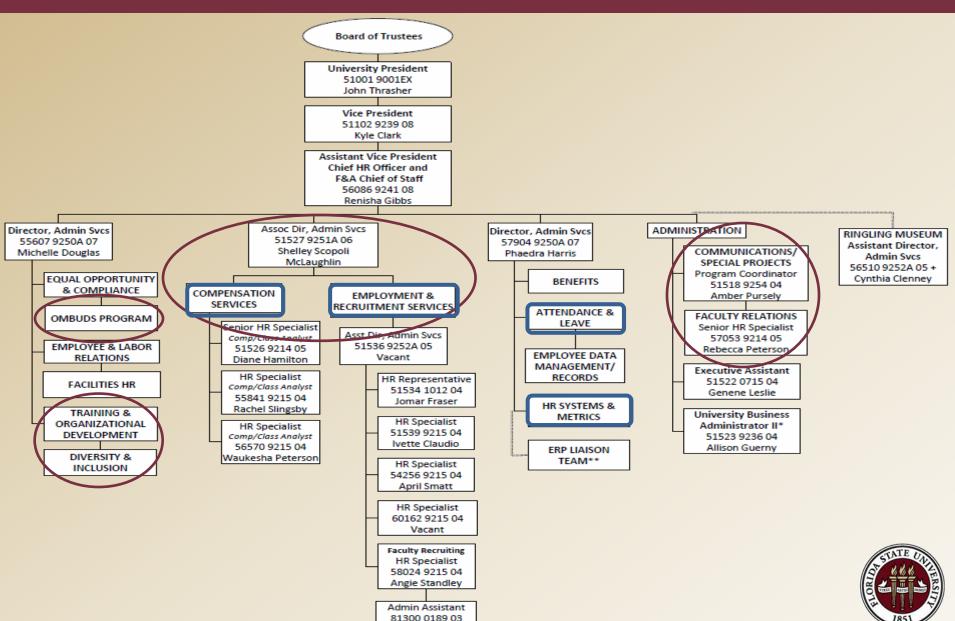
### HR Organizational Updates

### Renisha Gibbs

Assistant Vice President for Human Resources & Finance and Administration Chief of Staff



#### Office of Human Resources



Suzi VanGasbeek

#### Office of Human Resources

### **New Employees and Promotions**

#### New Employees:

- Andrea Baranik, HR Representative Employee Data Management
- Kacy Ellis, HR Representative Attendance & Leave
- Susanne "Suzi" VanGaasbeek, Administrative Asst Employment & Recruitment Services

#### **Promotions:**

- Shelley McLaughlin, Associate Director Compensation Services and Employment & Recruitment Services
- Amelia Pye, HR Specialist Employee Data Management



Office of Human Resources

# DOOR PRIZES



Office of Human Resources

# Background Check Policy Update and Faculty Hiring Paperwork

Associate Director, Employment & Recruitment Services



Office of Human Resources

# **Background Check Policy Update**

- Effective August 1, 2015
- New policy requires background checks for all faculty and staff new hires
- OPS and Volunteers will continue to require a criminal history background check if mandated by law
- Faculty New Hires <u>pre-employment</u> background check must be conducted. Offer letters containing contingent language may be provided to candidates upon extending an offer
- A&P, USPS, and OPS New Hires <u>pre-offer</u> background checks will continue to be required

#### Office of Human Resources

# **Background Check Policy Update**

- Background check services will be available through our new vendor, Accurate Background, Inc.
- Current background check options will remain in place through August 1, 2015
  - Out-of-town fingerprinting remains available
  - No changes to summer camp screenings for this year
- Look for "Background Check Policy Update-2015" on the HR website for updates on the policy and FAQ's
- Extensive training and an HR Forum coming soon!



Office of Human Resources

## **Faculty Hiring Paperwork**

- For an 8/10/15 faculty start date, the paperwork deadline is
   7/31/15
  - Please submit paperwork on or before 7/3/15 to ensure timely processing
- Reminder: All faculty hires require an original transcript. Visit our Faculty Hiring Resources page to review the Transcript Procedures FAQ's



Office of Human Resources

### **Employee Data Management Reminders**

Andrew Kapec

HR Specialist, Employee Data Management



Office of Human Resources

# **Faculty Mass Appointments**

- Monday, March 30 Tuesday, April 21
  - Faculty Mass Appointments open to Department Representatives (Originator) for entry
- Wednesday, April 22 Wednesday, April 29
  - File sent to Sponsored Research for approval
- Friday, May 1
  - File loaded in OMNI close of business



Office of Human Resources

# Summer Graduate Assistant Appointments

- Mass Appointments
  - Loaded in OMNI close of business, April 1st
- March 16th
  - Deadline for summer Graduate Assistant Appointments (ePAFs/pPAFs/Job Offers)
- Missed the Deadline?
  - Submit your summer appointments as soon as possible to avoid delays in pay and to ensure eligible graduate assistants receive a tuition waiver



Office of Human Resources

### **Dual Compensation Forms**

- New Dual Compensation Form is now required
  - HR > Main Menu > Reporting Tools > BI Publisher
    - > Query Report Viewer
  - Report Name: FSU\_DUAL COMP
- Make necessary changes or additions to the appointments generated on the form and route for signatures
- Email approved Dual Compensation forms to the Dual Compensation email address
  - hr-dualcomps@fsu.edu

Office of Human Resources

### **Submitting Documents**

- Electronic Wizards
  - All required documents for new hires should be submitted through the Department Rep Portal with the exception of the DS-2019 for Non-US Citizen hires and Official Transcripts for faculty hires
- Uploaded Documents
  - Please upload and name each document separately
- To ensure prompt receipt by the EDM Team, submit hiring documents, personnel actions, or drop-boxed files to hr-edmdocs@fsu.edu

Office of Human Resources

### I-9 Audit

- Audits currently being conducted on paper I-9s for proper completion
  - Please be prepared for new I-9 requests in the coming month
- I-9 Audit is nearing completion
  - Moving forward, all Form I-9s and I-9 Audits will be based solely on the Guardian system
  - If your department comes across any additional paper I-9s, please forward them to the I-9 Administrator immediately

Office of Human Resources

# DOOR PRIZES



Office of Human Resources

### **HR Security Compliance**

Abigail Lejeune HR Specialist, Attendance & Leave



Office of Human Resources

### **HR Security Compliance**

- myFSU BI Role Certification Report
- Role Review
- Time Approval Groups
  - Representative and Supervisory
- General Security Reminders



Office of Human Resources

### myFSU BI Role Certification Report

- July 1, 2014, ITS changed its procedures for reviewing application security roles
- Quarterly review and certification by supervisors
- Report can be accessed through the BI application at the my.fsu.edu portal (BI > Dashboards > Security Reports > Role Certification Report)



Office of Human Resources

### myFSU BI Role Certification Report

- Certification should be signed and maintained in department files
- To remove roles submit an eORR or a case to ITS to delete
- Job Aid available at this link or on ITS website



#### Office of Human Resources

### Role Review

- FSU SS MANAGER
  - Supervisor access to approve time and complete performance evaluations
  - Access to enter ePAF+ transactions
  - Recruiting access to view applicant data and prepare job offers
- FSU HR DEPARTMENT USER
  - Access to view Job Data screen
  - Access to myFSU BI HR and Payroll reports
  - View employee funding information



Office of Human Resources

### Role Review

- FSU RECRUITING APPROVER
  - Access to approve job openings and job offers
  - HR Department Manager
- FSU\_ADDL\_APPROVER / FSU\_VP\_APPROVER
  - Workflow approval on HR actions in the VP approver role or as an inserted or pre-manager approver



Office of Human Resources

### Time Approval Groups

- What is it?
- Supervisory groups are automatically created in **OMNI**
- Department Representative groups are created manually and require T&L Group Security Request Form



Office of Human Resources

# **General Security Reminders**

- Include detailed notes supporting the need for roles on eORR request
- Roles are not automatically removed when an employee transfers or becomes unfunded
  - eORR requests should be submitted



Office of Human Resources

# BREAK



Office of Human Resources

### Department Representative Recognition

### Renisha Gibbs

Assistant Vice President for Human Resources & Finance and Administration Chief of Staff



Office of Human Resources

# **Outstanding Department** Representative Nomination

"[This person] is a pleasure to work with and provides expert advice and consultation to her college's Department Reps on Human Resource matters. She is HR's "go-to" for the College and consistently makes our job easier."



Office of Human Resources

### Spring 2015 Outstanding Department Representative

and

"Essential Piece" Award Recipient

# **Katherine Sackman**

Accounting Specialist, College of Arts & Sciences



Office of Human Resources

### **USPS** ePerformance Update

**Beverlyn Samuels** Senior HR Specialist, Employee & Labor Relations



Office of Human Resources

### **USPS** ePerformance

- FSU Behavior Expectations
- Job Responsibilities
  - Evaluation sections are less generic; more specific to the employees actual job duties
  - Categories are populated from the job description onto the ePerformance evaluation in OMNI
- Competencies
- Goals (Optional)



Office of Human Resources

## USPS ePerformance

- New Rating Categories
  - Exemplary (formerly Superior)
  - Above Satisfactory
  - Satisfactory (formerly Meets)
  - Below Satisfactory
- Review cycle will be January 1 December 31 each year (no longer based on anniversary date)



Office of Human Resources

## **USPS** ePerformance

- New employees still serve a 6 month probationary period
- Employees can still receive a "Special" evaluation
- Review by second level supervisor still required



Office of Human Resources

## USPS ePerformance Pilot Program

- Selected a variety of USPS job codes for pilot participation
- Pilot Dates, March 3, 2015 April 27, 2015
  - Supervisors and employees were trained on the ePerformance module
  - Employees will actually receive their annual evaluation during the pilot program



Office of Human Resources

# Pilot Program Feedback

- Feedback will be solicited in the form of a survey
- Pilot participant survey will focus on:
  - Employee's experience using the ePerformance module
  - Recommendations for improvement
  - Success stories
  - Concerns regarding specific department or unit needs



Office of Human Resources

## **Training Support**

Help Sessions - weekly hands-on training support (HR Computer Lab)

> Beverlyn Samuels, Primary Contact **USPS** ePerformance Pilot Program (850) 645-9469



Office of Human Resources

# Affirmative Action Plan Placement Goals

**Amber Wagner** 

Associate Director, Equal Opportunity & Compliance



Office of Human Resources

## Affirmative Action Plan

- Annual AAP
- Placement Goals
  - Job Titles
  - Admin Codes
- Goal Memo



Office of Human Resources

## Attract and Retain – Action Steps

- Disparate Treatment/Impact
- Recruitment/Advertisement
  - An Equal Opportunity/Access/Affirmative Action/Pro Disabled & Veteran Employer
- Promotional Opportunities
  - Including Administrative Roles
- Separation from Employment



Office of Human Resources

# DOOR PRIZES



Office of Human Resources

## Graduate Issues

**Brian Barton** Assistant Dean, The Graduate School



Office of Human Resources

## What You Need to Know for Summer

- Appointments
- Waiver window
  - 1st window (April 13 May 4)
  - 2nd window (May 8 May 13 at noon)
- Tips for avoiding issues



Office of Human Resources

# Payroll Encumbrances

Beverly Miller

Associate Controller, Payroll Services



Office of Human Resources

## Payroll Encumbrances

- Currently, departments must run query –
   FSU\_ENCUMBRANCE\_DETAIL\_CURR bi-weekly to get the detailed information which supports the encumbrance bi-weekly journal
- There is no historical data



Office of Human Resources

## Payroll Encumbrances

- The encumbrance detailed information is now available as a myFSU-BI report, which includes historical data:
  - The navigation is: Dashboards > HR Reports > **Encumbrances**
- The report offers the same selections as the existing query. For each pay cycle, the selections are:
  - Department ID or Employee ID or Combo Code



Office of Human Resources

# DOOR PRIZES



Office of Human Resources

# Questions & Answers



Office of Human Resources

**Closing Remarks** 

**Amber Pursley** 

**Program Coordinator, Communications & Faculty** Relations



Office of Human Resources

# Thank you!

