



FSU Human Resources 2025 Inaugural Annual Impact Report



A word from the Chief Human Resources Officer Renisha Gibbs

I am proud to introduce Florida State University's inaugural Human Resources Annual Report.

This report provides a comprehensive reflection of how the Human Resources team contributed to our institution's success over the last year. Human Resources supports daily operations and strategically advances the University's mission by championing talent acquisition and driving organizational excellence.

This first edition represents a significant milestone for our department, offering a clear and informative overview of the work completed. The report showcases the meaningful contributions of our dedicated Human Resources professionals in support of FSU's strategic goals and our commitment to continuous improvement.

This report includes data that reflects our operational activity during the year. These metrics provide a retrospective snapshot and serve as a resource for identifying future areas of focus. We hope this report encourages informed conversations, promotes shared understanding, and sparks new collaborations in support of our people and our mission.

On behalf of the entire HR team, thank you for taking the time to review this first edition. We look forward to continuing this dialogue in the years ahead.

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An Introduction: Human Resources at Florida State University

Since its founding in 1851, Florida State University has been powered by the people who bring its mission to life. From groundbreaking research and transformative teaching to the daily operations that sustain the campus, the faculty and staff shape the University's legacy and drive its future.

Human Resources plays a vital role in supporting this dynamic community. As a strategic partner, HR ensures that the systems, structures, and services behind the scenes align with FSU's commitment to excellence, institutional progress, and continuous improvement.

Our department provides comprehensive services throughout the entire employee lifecycle, from recruitment and onboarding to retirement and beyond. FSU Human Resources comprises specialized units that collaborate to ensure operational excellence and provide responsive service. These units form the backbone of FSU's workforce infrastructure, enabling the University to recruit, retain, and support the talent that drives academic excellence and institutional success.

Human Resources plays an integral role in both daily operations and long-term resilience by aligning key touchpoints such as job postings, applicant management, onboarding coordination, employee development, process improvement, and policy guidance with organizational strategic goals.

This report reflects our commitment over the past year. It celebrates the people, processes, and partnerships that make Florida State University a great place to work, learn, and lead.



FLORIDA STATE UNIVERSITY

WESTCOTT
BUILDING
RUBY DIAMOND AUDITORIUM

Compensation Services at Florida State University

WHAT WE DO

Florida State University's Compensation Services unit provides the foundational support that ensures our workforce is structured, competitively compensated, and aligned with institutional priorities. This unit plays a key role in maintaining consistency and strategic alignment across all staff classifications.

Purpose

To exercise fiscal responsibility and endeavor to fairly compensate each employee in ways that recognize exceptional performance, promote individual contribution, and encourage continued development.

This unit anchors the university's commitment to performance-based compensation. It maintains a robust Compensation and Classification system aimed at attracting, developing, and sustaining a qualified workforce that supports FSU's mission with integrity and excellence. By ensuring that each employee's pay aligns with job responsibilities, competitive market benchmarks, and the organization's financial priorities, the unit helps uphold operational effectiveness.

CORE FUNCTIONS & RESPONSIBILITIES

Position Description & Classification We develop clear, accurate job descriptions that define duties, competencies, and qualifications, critical for recruitment, performance management, and compensation decisions.

Compensation Strategy & Salary

Administration Our team manages salary programs that promote internal fairness and market competitiveness. Tools like the Total Compensation Calculator help communicate the full value of employment beyond base pay.

Consultation & Compliance Support We provide data-informed guidance on salary consistency and outlier approvals, ensuring alignment with classification standards and market trends.

Job Reclassifications & Market Analyses As roles evolve, we conduct reclassifications and market studies to recommend appropriate titles or pay adjustments, supporting institutional goals and external benchmarks.

Employee Data Management

Precision and Progress

At Florida State University, the Employee Data Management (EDM) team plays a vital role in maintaining operational integrity and promoting institutional excellence. Charged with managing all Faculty, A&P, USPS, and OPS appointments, including new hires, rehires, transfers, and additional roles, EDM ensures that every employment action is compliant, timely, and aligned with University and State of Florida policies.

From the moment a candidate accepts an offer, the onboarding portal becomes a gateway, not just to employment, but to a deeper level of engagement. This digital workflow streamlines administrative tasks, enhances accuracy, and sets the tone for long-term success. Each onboarding invitation is reviewed for compliance, verifying critical documentation such as Social Security cards, Loyalty Oaths, I-9 forms, dual compensation approvals, contracts, offer letters, CVs, and letters of recommendation.

Central to EDM's operations is the Electronic Personnel Action Form (ePAF). An ePAF is more than a form; it is a mechanism for change. EDM's stewardship of the ePAF process ensures that Florida State University remains responsive and agile. EDM is a strategic partner in every phase of the employee lifecycle.

ePAF Functions

- Appointments and reappointments
- Departmental transfers
- Changes in job status, pay, or funding
- Position classification updates
- Supervisor and organizational changes

HR Excellence at FSU

FSU Human Resources managed a substantial volume of employment activities, reflecting our role as a critical operational partner across the university.

These figures underscore the breadth of HR's day-to-day operations and the volume of coordination required to keep the university moving forward. Each number represents steps in a process that connects talent with opportunity, while ensuring efficiency, quality, and institutional alignment.

91,954

**Applications
Processed**

36,889

**Unique
applicants
interested in
FSU**

1,614

**Jobs
Advertised**

2,379

**Background
Checks**

10,028

**Offers
Approved**

Investing in People, Delivering Results

FSU continued to prioritize strategic talent management, streamlining hiring processes, improving compensation parity, and expanding career development opportunities. With an average time to hire of 23 calendar days, 11,304 salary adjustments, 1,001 salary analyses completed, and 177 employee promotions, these metrics reflect our commitment to building a responsive and high-performing workforce. Every number represents a step toward cultivating excellence across the university.

23 Days

Time to Hire

177

**Employee
Promotions**

1,001

**Salary Analyses
Completed**

11,304

**Salary
Adjustments**



Human Resources During University Closures

Continuity through Commitment

When severe weather or unexpected events disrupt normal operations, Florida State University's ability to maintain continuity depends not only on its infrastructure and protocols but also on its people. Among these are the dedicated staff in Human Resources.

While most of the campus may close, essential HR functions must continue to operate. Payroll, benefits administration, and employee communications cannot pause. These services are foundational to institutional stability and employee well-being, especially during times of uncertainty.

At Florida State University, HR staff have consistently demonstrated exceptional commitment during periods of closure. Whether navigating timekeeping adjustments, processing administrative leave, or ensuring that essential personnel are properly classified and compensated, HR remains fully operational behind the scenes. Their efforts ensure that employees receive accurate pay, uninterrupted benefits, and timely guidance, even when the rest of the campus is offline. **FSU processed 262 instances of catastrophe pay.**



FSU Benefits

At Florida State University, benefits are a key part of our ongoing commitment to employee well-being, organizational strength, and mission-driven excellence. A thoughtfully constructed total rewards package not only attracts outstanding talent but also supports long-term engagement, productivity, and resilience through both challenges and milestones.

In higher education, where people are a university's most valuable resource, the importance of a competitive benefits portfolio remains clear. At FSU, our offerings are designed to provide choice, flexibility, and meaningful support for faculty and staff.

FSU's benefits programs encompass a broad spectrum, from healthcare and retirement plans to professional development and lifestyle resources, ensuring employees are supported holistically in their personal and professional lives. This comprehensive suite of offerings reflects FSU's dedication to recruiting and retaining talented faculty and staff while fostering their growth, health, and satisfaction.

Benefits Offerings

Below is an overview of the services, solutions, and benefit options offered by Florida State University:

- **Healthcare & Insurance**
 - Health insurance plans, including HMO, PPO, and HDHPs for each.
 - Prescription drug coverage (integrated within health plans)
 - Dental insurance, including prepaid, PPO, indemnity, and preventative
 - Vision insurance through Humana Vision
- **Life insurance options**
- **Supplemental insurance plans**
- **Flexible Spending & Health Savings**
 - Flexible Spending Accounts (FSAs)
 - Health Savings Account (HSA) options for HDHP participants
- **Retirement Benefits**
 - State-sponsored retirement options: FRS Investment, FRS Pension, Optional Retirement Plans
 - Voluntary retirement options: Pre-tax and Roth 403(b), Florida (457) Plan
- **Financial Wellness & Education Initiatives**
 - Student loan assistance through Savi
 - Financial literacy programs through the Stavros Center
 - Educational support: Dependent, spouse, or student tuition assistance

FSU HR also helps compile a list of available programs and discounts for FSU employees on the Seminole Savings Employee Discount Program page.

Benefits Fair & Education

FSU's Benefits team plays a vital role in helping employees make informed decisions about their health, finances, and future. Beyond administration, the team leads education and engagement efforts that support employees through key life transitions.

HR hosted the Benefits & Wellness Fair, drawing over 700 attendees and 50+ vendors to the newly renovated Student Union. The event showcased resources from insurance providers, wellness organizations, financial planners, and local businesses, serving as a launchpad for Open Enrollment and reinforcing FSU's commitment to employee well-being.

HR also partnered with the Florida Retirement System (FRS) to deliver a Retirement Planning Seminar series that offered clarity and guidance on long-term financial planning.

Whether exploring coverage, planning for retirement, or engaging in wellness initiatives, these programs help employees feel supported, informed, and connected to the FSU community.



Continuous Improvement

At Florida State University, Continuous Improvement within Human Resources contributes to the university's long-term development by supporting strategic, people-centered enhancements. This inaugural Human Resources Annual Report reflects that commitment, an effort rooted in reflection and sustained through action.

Key initiatives include:

- Employee Exit Survey and Role Transition Survey: Tools that provide insight into the employee journey and inform strategies for retention and engagement.
- Human Resources Annual Report: A comprehensive overview of HR initiatives and impact data that reflect the division's commitment to continuous improvement and institutional alignment.
- Continuous improvement of leaders through strategic development of programs such as Leaders in Training (LIT): A cohort-based leadership program that builds institutional knowledge and prepares individuals to lead with confidence.
- Customized Facilitation: Department-specific engagements that empower teams to design and implement solutions tailored to their unique needs.
- Onboarding and Process Documentation: Exploratory work to improve new employee onboarding and create a framework for sharing process improvement and innovations.

Through these efforts, the office connects people, data, and ideas, helping shape the systems that support FSU's continued growth.



Leaders in Training (L.I.T.) Program

At Florida State University, the Leaders in Training (LIT) Program offers a dynamic, cohort-based experience designed to cultivate leaders across campus. Each eight-week cycle engages 25–30 staff and faculty in immersive leadership development, blending in-person sessions with virtual learning.

Participants:

- Launch workplace projects that improve systems, services, and cross-unit collaboration, creating sustainable change with every cohort.
- Build leadership capacity through communication, collaboration, and problem-solving.
- Join a growing network of over 130 alumni who continue to shape the university from within.

LIT supports FSU's strategic goals by preparing talent for future leadership, embedding values into practice, and driving meaningful improvements across departments. Its influence continues well beyond the program, as participants apply what they've learned to strengthen teams, lead initiatives, and contribute to institutional progress.

Building Trust - Navigating Change

ELR, EOCE, and Faculty Relations

At Florida State University, the strength of the workplace lies in how people are supported, how challenges are addressed, and how policies are upheld with clarity and consistency. The teams within Employee & Labor Relations (ELR), Equal Opportunity Compliance & Engagement (EOCE), and Faculty Relations play a vital role in shaping that experience. Their collective work guides employees, managers, and faculty through complex processes with professionalism, transparency, and care.

Employee & Labor Relations (ELR) serves as a resource for non-faculty employees and supervisors, offering guidance on performance management, workplace expectations, and conflict resolution. Whether navigating progressive discipline or supporting team development, ELR helps foster a productive and respectful environment grounded in accountability and collaboration.

Equal Opportunity Compliance & Engagement (EOCE) ensures that university policies related to ADA accommodations, non-discrimination, and workplace conduct are consistently applied and compliant with federal and state regulations. The team reviews reports, coordinates responses, and collaborates with departments to support fairness and consistency throughout the university community.

Faculty Relations supports academic units by guiding collective bargaining, overseeing faculty-related employment matters, and managing grievance and disciplinary processes. The team provides leadership in maintaining fair and consistent practices, assisting administrators, and ensuring compliance with faculty contracts and university policy.

Whether supporting employees, guiding supervisors, or assisting faculty leadership, their work builds trust and strengthens collaboration.

FSU TRAINING

At Florida State University, professional development is a catalyst for excellence. The Human Resources Training team continued to support the university's mission by delivering accessible, high-impact learning opportunities that fostered compliance, capability, and confidence across campus.

Impacts of Training at Florida State University

TYPE	ATTENDEES
Total Training Completions	14,413
Online Only Training	10,435
In-Person Only Training	3,978
New Employee Orientation (NEO)	2,847



639

Purchase
Cardholder



450

Travel
Cardholder



211

Spearmart
Request



64

Clery Act &
Awareness



2,742

Mental Health
Awareness



1,413

Cybersecurity
Training

Building a Strong Foundation Through Required Learning



Mandated training remained a vital tool for onboarding and compliance:

- New Employee Orientation, a Human Resources-led program, welcomed **2,847** new team members, ensuring a consistent and informed entry into the university community.
- Mental Health Awareness training, required by the Board of Governors, reached **2,742** employees, reflecting FSU's commitment to well-being.
- Cybersecurity Awareness, led by Information Technology Services, saw **1,413** completions, safeguarding FSU's digital environment through education.

In total, **7,002** completions were recorded across these essential university-wide requirements.

Role-Specific Learning Drives Operational Excellence:

Beyond required training for all, specialized learning aligned with specific roles continued to support operational integrity and compliance.

- Staff and Faculty Search Committee Trainings supported strategies to conduct a more effective candidate search and better hiring recommendations, with **468** completions.
- Financial stewardship was supported by **639** Purchasing Cardholder and **108** Proxy Training completions.

HR Bootcamp: Building Expertise Across Campus

Florida State University's Human Resources Bootcamp is more than a training series; it's a strategic investment in the people who support our workforce. Designed for all HR representatives across campus, this intensive, multi-session program equips participants with the knowledge, tools, and confidence to navigate HR processes with precision and purpose.

Originally developed to foster stronger partnerships between central HR and departmental representatives, HR Bootcamp has evolved into a consistent and useful professional development opportunity.

Each session is co-facilitated by HR subject matter experts and experienced department representatives, creating a collaborative learning environment that blends policy expertise with practical application. Participants gain insights into timelines, compliance requirements, and best practices while also engaging in dialogue with peers and HR leaders.

Approximately **187** HR representatives completed the Bootcamp, earning digital credentials that recognize their commitment to excellence and continuous learning. The program's structure includes:

- Session 1: Compensation and Employment & Recruitment
- Session 2: Employee Data Management and Attendance & Leave
- Session 3 (optional): Faculty and Graduate Assistants

Talent Acquisition: A Strategic Evolution

In a bold step toward modernizing its workforce strategy, Florida State University introduced a dedicated Talent Acquisition function within Human Resources, an initiative designed to elevate recruitment from a transactional process to a strategic advantage. Leading this transformation is Steve Capenos, the inaugural Director of Talent Acquisition, whose appointment marks a new era in how FSU attracts, engages, and retains top-tier talent.

With nearly two decades of experience in healthcare and higher education, Mr. Capenos brings a wealth of expertise in employer branding, workforce planning, and data-informed recruitment strategies. His role is not simply to fill vacancies, but to build a dynamic, high-performing workforce aligned with the University's mission of academic excellence, innovation, and student success. By developing a comprehensive talent acquisition framework, enhancing candidate experience, and cultivating strategic partnerships across campus and the broader Tallahassee community, this role is poised to transform hiring into a proactive, mission-driven endeavor.

FSU is investing in a recruitment model that is agile and future-focused, ensuring that the University remains competitive in attracting the people who will shape its next chapter.



HRIS: Reimagining Data-Driven HR

Florida State University's Human Resources function has long embraced data-informed practices and strategic alignment. Building on that foundation, the University has reimagined the role of HR Information Systems (HRIS) to further meet the evolving needs of a modern workforce.

Recently appointed as the Director of HRIS, Jessica King brings nearly 20 years of experience in higher education, institutional assessment, and HR technology. Her leadership signals a renewed commitment to leveraging systems and analytics to drive operational excellence and informed decision-making across the University.

Ms. King's background spans workforce education, program development, and IT, with a proven track record in building custom HR systems, preparing for security audits, and integrating AI into HR workflows. Her vision for HRIS at FSU centers on creating seamless, secure, and user-friendly platforms that empower both employees and administrators. By enhancing data integrity, streamlining processes, and delivering real-time insights, the HRIS function becomes a strategic asset, far more than just a technical support unit.

This reimagined role is essential to Human Resources' ability to scale services, support compliance, and align with the University's strategic initiatives. Under Jessica King's leadership, HRIS is positioned to become a hub of innovation and efficiency.



FSU HR **PRIDE POINTS**

& Continuous Improvements



One of the Best-in-State Employers:

Florida State is named one of America's Best-in-State Employers 2025, by Forbes



Automated inputs for Salary Analysis:

A tool to automate manual input.



Updated and Implemented:

Updated the Exit Survey and Implemented the new Role Transition Survey



HR Annual Report:

Created and shared the inaugural Human Resources Annual Report

Improving effectiveness & efficiency in daily work.