



RUTGERS

UNIVERSITY HUMAN RESOURCES

Bi-Monthly HR Liaison Meeting

April 10, 2023



Agenda

- Update on Class 3 and 4 Appointments
- Future of Work Update
- End of Year Performance Reviews
- Contingent Worker Process
- Leaves Administration
- Q&A

Update on Class 3 and 4 Appointments

Donna Louis, Director
Business Partner Services



Update on Class 3 and 4 Appointments

- UHR is currently reevaluating all postings for **Class 3 and 4 Unit Administrator/Specialists** as a result of a recent arbitration award
- Below are the Impacted Titles/Job Codes
 - 03333 – Unit Admin/Specialist – Class 3
 - 04443 – Unit Admin/Specialist Casual – Class 4 Casual
 - 04640 – Unit Admin/Specialist Seasonal – Class 4 Seasonal
- As part of that process, we have removed all postings for these titles/job codes and will be pausing the hiring process for any Class 3 and 4 Unit Administrator/Specialists that are currently in process
- UHR will also be evaluating all reappointment requests for these titles/job codes on a case-by-case basis with the Office of General Council to determine eligibility

Update on Class 3 and 4 Appointments

- If you would like to request the reappointment of a Class 3 and 4 Unit Administrator/Specialists, please send an email to hrconsultant@hr.rutgers.edu (with a copy to your UHR HR Generalist/Sr. HR Consultant) including the following information:
 - Justification for the reappointment
 - Employee's name
 - Timeframe for the reappointment
 - Job description/CARF

Questions

Please
use the
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to type in
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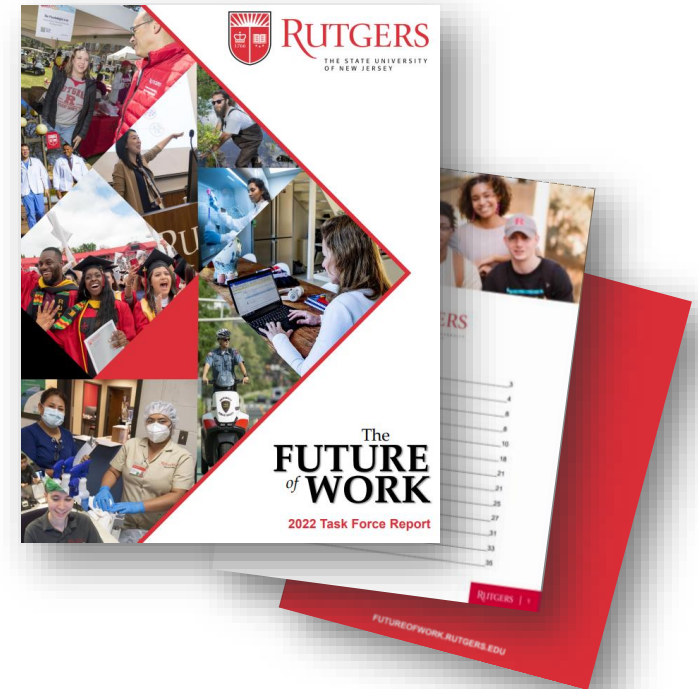
Future of Work Task Force Update

Melissa Marrero, Acting
Assistant VP of HR
Administration



FoW Short-Term Recommendations

- Implement formal flexible work arrangements as a pilot program through August 31. **Completed**
- Develop the infrastructure necessary to support new work modalities. **Completed**
- Design training resources to navigate flexible work arrangements. **Completed**
- Establish One University-wide Presidential Employee Excellence Recognition Program. **Recommendations due June 30**
- Develop routine mechanism(s) to determine impacts of flexible work arrangements. **Completed** and **Ongoing**
- Create communication materials to support the recommendations of the Future of Work Task Force. **Completed** and **Ongoing**



FlexWork@RU Survey

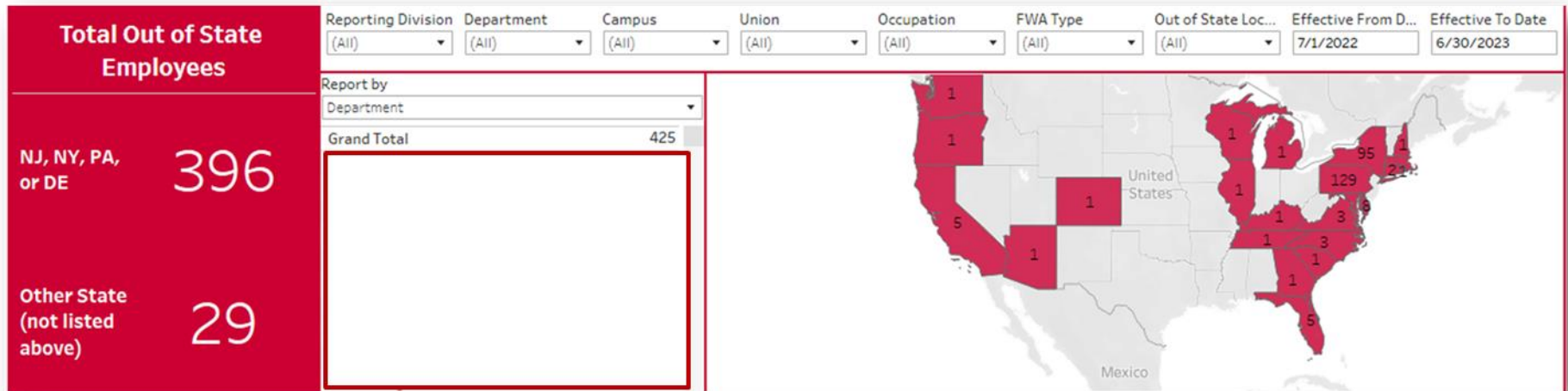
- FlexWork@RU survey distributed to all faculty, staff, and students Fall 2022
- 6,222 responses received
 - 4,789 staff, 650 faculty, 783 students
- **Faculty/Staff Response Summary**
 - 87% of participants like the flexible work arrangement (FWA) offerings
 - 86% feel that FWA had a positive impact on the workplace
 - 80% say that being in a FWA improved their morale
 - 98% of employees in a FWA said they would apply again if FlexWork@RU offered beyond the pilot program year
 - 59% of employees **not** currently in a FWA said they would apply if offered
 - 90% of participants in FWA said they feel connected to their colleagues
 - 95% feel that FWA do not negatively affect the outcome of their daily work
 - While 69% of employees in FWA responded that they did not encounter any issues, 31% responded that they encountered issues in open ended responses
 - These open-ended responses are currently under review

FlexWork@RU Survey

■ Student Response Summary

- Undergraduate student respondents prefer a mix of in-person and virtual classes
- Graduate students prefer virtual options
- 10% of undergraduate respondents indicated that their in-person classes did **not** remain in-person and 4% of graduate students responded similarly
- 64% indicated that they feel the campus is lively, engaging, and dynamic
- Participants rated Monday, Tuesday, and Wednesday as the days of the week most important to offer in-person services on-campus to meet their needs
- Afternoon (noon – 5pm) was selected as the most important timeframe to offer in-person services to students
- The majority of students provided neutral responses to the class offerings available to them during Fall '23 (offering enough in-person, virtual, asynchronous, etc.)
- Students reported specific issues with access to academic and student support services and provided suggestions for improvement in open-ended questions which are currently under review

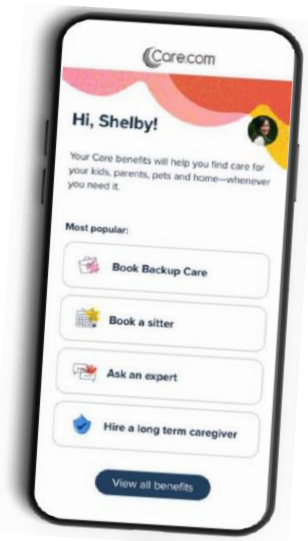
Out-of-State Employees



- 396 employees in approved local states (NY, PA, DE)
- 29 employees in other states with temporary approval
- OIT Project Management Office implementing PS Websolutions (third-party product that works with current UHR PeopleSoft system) to handle multi-state taxation withholdings for these populations
- Development is being finalized and testing is currently in progress
- Rollout to be aligned with FlexWork@RU Pilot Program announcements this summer

Caregiver Support Pilot Program

- Pilot program through care.com available from September 1 - August 31, 2023
- Membership provides access to providers for children and seniors
- 520 contracted days, 154 days utilized to date
- **September 2022 – April 2023 Care Membership Data:**



<p style="text-align: center;">4,215</p> <p style="text-align: center;">Number of EE's enrolled in the Care benefit</p>	<p style="text-align: center;">26%</p> <p style="text-align: center;">Utilization percentage of enrolled EE's</p>	<p style="text-align: center;">2,780</p> <p style="text-align: center;">Total number of times EE's visited Care.com</p>
<p style="text-align: center;">25,064</p> <p style="text-align: center;">Total number of times profiles viewed</p>	<p style="text-align: center;">163</p> <p style="text-align: center;">Total job posts</p>	<p style="text-align: center;">1,937</p> <p style="text-align: center;">Total number of messages sent</p>

LifeMart Discounts through Care.com

- Don't forget about the members only discount platform offering savings on major brands and everyday essentials.

REGISTRATION AND USER REVIEW							
Employee Count	Registered Users	% Registered Users	Opt IN	% Opt IN	YTD Uniq LC Users	Penetration Utilization %	
26,000	752	2.9%	745	99.1%	242	0.9%	
VIEWS AND REDEMPTIONS							
CATEGORY	OFFER VIEWS			REDEMPTIONS		OFFER CTR	
Auto	6			5		83.3%	
Car Rentals	2			1		50.0%	
Child Care	7			2		28.6%	
Electronics	9			10		111.1%	
Family	1			1		100.0%	
Flowers & Gifts	11			8		72.7%	
Food & Grocery	27			23		85.2%	
Holiday	1			1		100.0%	
Home	7			6		85.7%	
Home tab	44			33		75.0%	
Insurance	1			0		0.0%	
Lenovo	2			1		50.0%	
New Deals	11			9		81.8%	
Popular Offers	10			3		30.0%	
Search	2			4		200.0%	
Theme Parks	0			5		0.0%	
Tickets	2			2		100.0%	
Travel	26			24		92.3%	
Wellness	3			1		33.3%	
Grand Total	172			139		80.8%	

Long-Term Recommendations

- **Establish a Conflict Diagnosis and Resolution Unit**
 - Established the Committee on Workplace Culture with a focus on workplace excellence, including conflict diagnosis and resolution
 - Committee has been meeting since November and has undertaken the benchmarking phase of its research
 - Proposal(s) anticipated by July 2023
- **Design and deploy a systemwide Employee Wellbeing Program**
 - Implemented a Caregiver Support Pilot Program available to Rutgers employees through August 31, 2023
 - Developing a Wellness Speaker Series, which kicked off last month with presentations on financial wellness
- **Redesign the onboarding and new employee orientation experience**
 - Returned to in-person new employee orientations at New Brunswick, Camden and Newark HR sites with updated content
 - Finalizing a new employee onboarding toolkit for managers
 - Revising offer letters to reflect a more welcoming tone

Long-Term Recommendations

- **Expand the Rutgers employee development strategy**
 - Developed an employee career development workbook and manager supplement for employees to engage in career reflection, conversations, and development action plans. Feedback sessions and communications strategy are underway
 - Drafted the Inclusive Leadership Competency to clearly define transparent inclusive leadership expectations and competencies
 - Development of a flagship Rutgers supervisor development pilot program is underway to build foundational leadership and technical skills
- **Undertake a systematic audit of university policies**
 - To promote greater institutional clarity, UHR has appointed a policy committee that will simplify HR policies by rendering them in plain language, clearly stating requirements and responsibilities, and clarifying areas that may be changed as opposed to those established through federal law, state law, or negotiated contracts
 - The committee first met on February 27 and will create synergies between the work that University Ethics and Compliance is doing to align policies

Questions

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End of Year Performance Reviews

Will Constantine, Director
Organizational & Talent
Development



Organizational and Talent Development Team



Will Constantine
Director



Jenny Koszulinski
Associate Director



Nicole Liverani-Kane
Manager



Teri Hyatt
Specialist



Eric Simmons
Specialist



Agenda | End of Year

- Performance Management: End of Year Review and Goals
- Getting Ready for End of Year
- HR Liaison Partnership
- Resources for Employees and Managers
- Q & A

Performance Management

Shared Ownership



Creates the understanding that development and performance require shared ownership between supervisor and employee.

Focused Conversations



Facilitates conversations throughout the year with ongoing conversations and check-ins with two-way dialogue.

Value



Connects employee goals to broader team goals and highlights the value they bring to the university.

Goals for End of Year Review

What is End of Year Review?

- Opportunity for meaningful two-way dialogue between employees and managers to:
 - Celebrate accomplishments
 - Discuss strengths
 - Identify areas of further development

What should managers do?

- Take some time to provide thoughtful, compassionate coaching and feedback to your direct reports.

What should all non-aligned employees do?

- Review the tools and resources to support you during this time.
- Approach the End of Year conversation with a growth mindset – ready to achieve even bigger and better goals for the next year.





Progress Notes

Progress Notes should be updated prior to the Manager starting the End of Year Review

- Progress notes are a beneficial tool that:
 - Allows employees to document the progress they have made towards their Performance and Development Goals
 - Allows new hires that cannot create goals after May 1 to craft initial goals for the coming year during onboarding
 - Allows managers to document feedback they have given to employees toward their Performance and Development Goals

End of Year Workflow - System



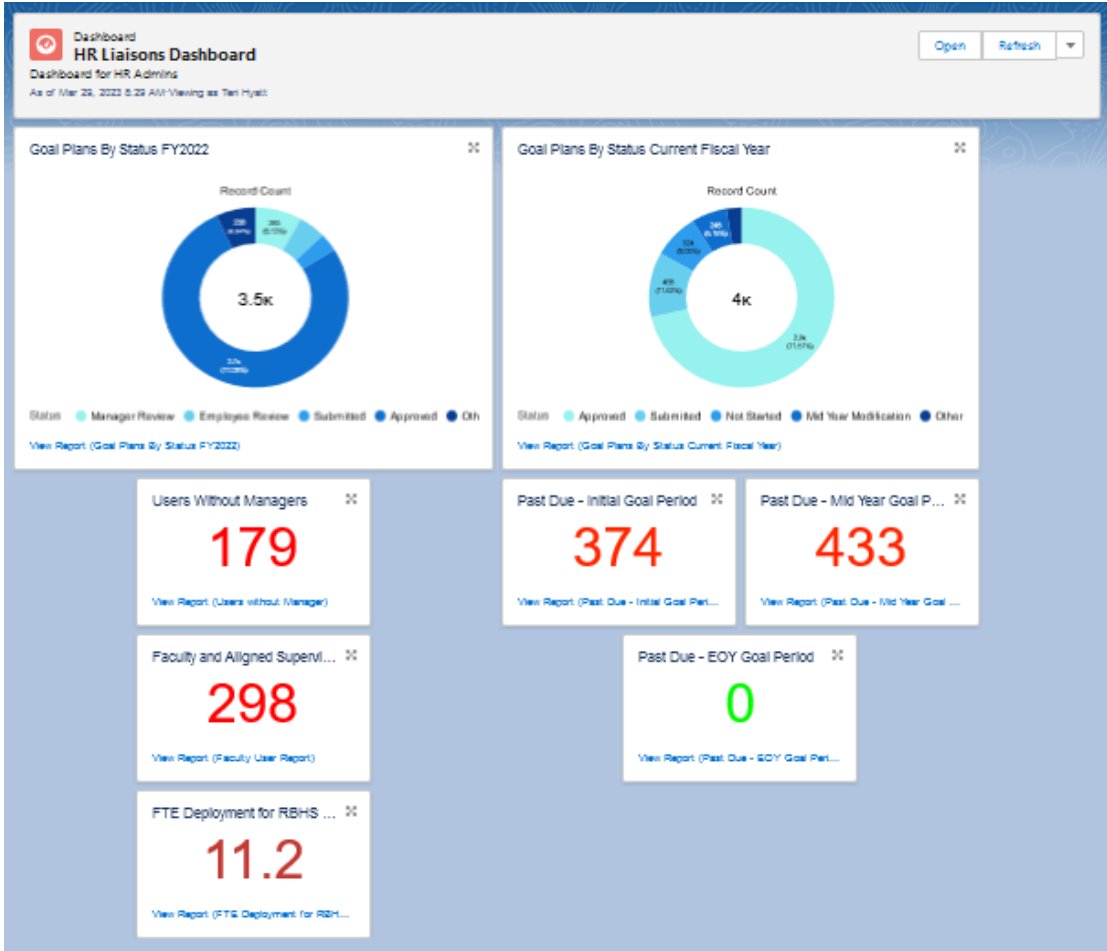
Actions for Successful HR Liaison's Partnership

- Review your dashboard, confirm managers are updated and follow-up with those needing to take action.
- Use the "HR Liaison Reminder" template in Teams to alert managers that:
 - End of Year is opening
 - Review their manager and direct reports list
 - Encourage direct reports to update their Progress Notes
 - Approve all outstanding goal plans
- Set up time with managers to help answers any questions they may have such as connecting with new managers in your unit.
- Follow up with managers to ensure they schedule their End of Year Review conversations and complete system activities by June 30.
- Starting April 30, newly hired employees will not receive a FY '23 goal plan in the performance management system. Conversations with new hires can be focused on their onboarding and what goals could look like for the upcoming fiscal year.

HR Liaison Dashboard

Provides your unit with real time metrics about employees that enables you to:

- Review performance management progress by status
- Take action on employees who do not have a listed manager
- Keep your list of active faculty and aligned managers up to date



Resources and Tools for Getting Started

Performance Management End of Year Review
Manager Process Overview

Performance Management End of Year Review
Employee Process Overview

Want to make the most of your End of Year Review? Start here!
From May 1 - June 30, our Performance Management System opens for End of Year Review. This place of your performance cycle is an opportunity for employees and managers to celebrate accomplishments, discuss strengths, and identify areas of further development in relation to position-specific responsibilities, overall performance, and career aspirations.

Preparing for the process

1. Review the goals you entered in the Performance Management System during the Mid-Year Review phase, including your Progress Notes.
2. Enter in-line goal comments (using the **+** icon) for short updates, or Progress Notes for longer updates and file attachments.
3. Discuss with your manager when to expect your review, ongoing alignment between you and your manager will be critical for your success.

Preparing for the conversation

Once your manager has scheduled your End of Year Review, take time to reflect on the below questions. Use these insights to shape your conversation.

- What were your key objectives and to which extent did you achieve them?
- What was your greatest achievement?
- Have there been any barriers to achieving your goals? Any unexpected wins?
- How did the goals set for this year help you in achieving your development objectives?

Arrive to the conversation with an open mind. You and your manager are on the same team - your success is theirs as well, and it is important to work together on best defining your annual goals!

Finalization

After your End of Year Review conversation, make the necessary updates in the Performance Management system using the **EMM** button, completing the End of Year Review Confirmation, and clicking **Submit for Approval** when complete.

Want to learn more about the system? [Click here for the End of Year Review System Guide for Employees.](#)

For more resources and tutorials, visit the [OnDemand](#) website.

Conversation Guides

Performance Management End of Year Process
System User Guide - Manager

End of Year Review Workflow Overview

1. Review your My Team list and ensure all is correct. Ensure your team has completed their self-reflection updates in the Progress Notes tab before beginning.
2. Review the goal plan (including in-line goal comments and progress notes) of each of your direct reports and assign ratings. Include feedback using the Progress Notes tab in the navigation bar. Assign your ratings for Development goals and Performance goals. Submit for Second-level sign-off.
3. Participate in the End of Year Review conversation with your direct report. Be sure to review your direct report's goal plan and progress notes beforehand, as it will streamline this conversation. During this conversation, you and your direct report will review the progress they have made and plan for extra support when needed in the coming fiscal year.
4. Direct report will acknowledge the conversation in the system.

MANAGER FACILITY MANAGER: Updating Progress Notes

In the navigation bar at the top of your screen, select the **Progress Notes** tab.

1. Update your year-end goal plan data in the Progress Notes tab in the navigation bar at the top.
2. Participate in the review conversation with your manager. Be sure to include your goal plan beforehand, as it will streamline this conversation. During this conversation, you and your manager will review the progress they have made, identify goals that should remain to meet their year-end goals, and plan for extra support when needed.
3. Complete the End of Year Review Confirmation, Save, and then Submit for Approval.
4. Your manager will receive a notification of the submission, review, and approval.

USER: Updating Progress Notes

In the navigation bar at the top of your screen, select the **Progress Notes** tab.

1. Click on the **New Progress Note** button. A box will appear in the center of your screen. Fill in all required fields as necessary to best document your End of Year Review. When complete, hit **Save**.
2. After saving the progress note, you will see the option to update files. Click on the **+** icon on the right-hand side of the file row. Select **Choose File**, and click on **Upload**. Select the files to upload and click on the top-left pop-up box and upload any related files, including feedback from project team members.

USER: After the End of Year Review Conversation

1. Your manager will schedule time with you to review your End of Year Review.
2. Review your goal plan beforehand and make any necessary updates to your goals. This activity will streamline the End of Year Review Conversation. During this conversation, you and your manager will review the progress you have made, identify goals that should remain in the next fiscal year, and plan for extra support when needed.

USER: Submit End of Year Review Confirmation

1. Before submitting for approval, you will need to fill out the End of Year Review Confirmation. The questions are "Have you reviewed your goal plan with your manager?", "Did your review contribution include feedback from your manager?", and "Any additional comments regarding your End of Year Review with your manager?". **Click Save.**
2. The next step is End of Year Review will update them in **+** icon. **Click Submit.** This action will lock the goal plan.

System User Guides

Performance Management End of Year Process
System User Guide - Employee

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Quick Resource Guides

Performance Management End of Year Process
System User Guide - Manager

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Video Tutorials

Performance Management Website

Performance Management

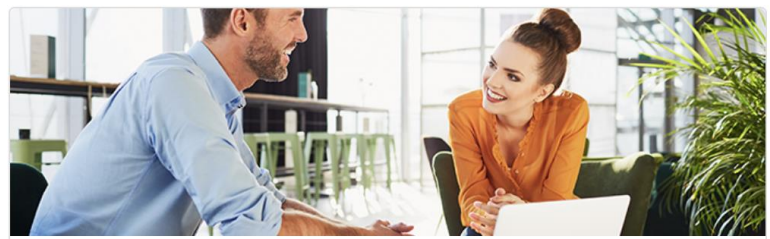
At Rutgers, Performance Management is an on-going partnership between supervisors and employees to accomplish university and departmental goals. The process focuses on aligning employee roles and goals with the university's mission and supporting development and performance. Essential elements of this approach include:

- Clarifying job responsibilities, agreed-upon goals, and performance expectations
- Communicating regularly by giving and receiving feedback throughout the year on performance, goals, and expectations
- Seeking and supporting continuous learning, professional growth, and development
- Celebrating achievement and rewarding exemplary performance

Below are the associated performance management programs and tools to guide you through the performance management process at Rutgers University. Click the tile that reflects your area of the university.



[Aligned Performance Management](#)



[Non-Aligned Performance Management](#)

[Click Here](#)

Questions

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questions



Update on Temporary Staffing

Ryan Holcombe, Director
Talent Acquisition



Temporary Staffing/Contingent Workers

- Contracts with 16 existing suppliers expired
- RFP was required to renew the contracts
- Took opportunity to expand list of suppliers (received 30 bids)
- 18 contracts were finalized in March with 12 still pending
- Pricing structure is standardized with greater transparency of agency costs
- SOW will show rate paid to contingent worker and rate billed to Rutgers
- Greater flexibility for departments to negotiate and consider a broader range of candidates
- Attestation forms for each contingent worker is a contractual requirement for healthcare positions
- Temporary staffing will now require certification of reasonable efforts to ensure use is temporary in nature

Temporary Staffing/Contingent Workers

- A request form must be approved by a Temporary Staffing Approver
- Temporary Staffing Approvers are being identified by the Business Leadership Team for departments
- Training will be provided to Temporary Staffing Approvers
- Contingent worker assignments are up to a maximum of one year
- Contingent workers must have a six-month break after one year or be converted to a Rutgers employee

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Partnering on Leaves Administration

Mauricio Suarez, Director
OneSource Faculty and Staff
Service Center



Leaves | Employee Responsibilities

- If aware of the need for a leave of absence, the employee should reach out to OneSource (preferably through self service)
- If anticipating the need for leave and they have questions regarding the process and/or what their options are, they should request a consultation with a Senior Leave Specialist
- It is the employee's responsibility to obtain and provide to OneSource timely, accurate, and complete data regarding the leave
- The efficiency of the leave is contingent upon how accurate the information we receive is
- If the information provided to us is inaccurate or we are missing pertinent information, it can delay the leave process and result in errors such as inaccurate use of PTO and under/overpayments

Leaves | Employee Responsibilities

- The employee *must* keep an open line of communication with us
- If informing us they would like documentation sent via personal/work email, they need to be checking their email regularly to avoid delays
- If delays in getting medical documentation completed are anticipated, they should communicate that to us as soon as possible
- The employee is also responsible for reading through the letters thoroughly to ensure they are aware of what they are eligible or ineligible for, next steps, what their options are for TDI/FLI, health benefits while on leave, requirements and communications regarding their return from leave or possible extensions
- Making timely decisions regarding their use of PTO and trying to avoid changes in their PTO selection is important to avoid complex issues regarding their time, accruals, owed funds or overpayments

Supervisor/Department Responsibilities (including ARS administrator)

- Supervisors are responsible for thoroughly reading any emails or letters that they are copied on
- They should reach out to the leave specialist if they need any clarification on what we have communicated to them
- Supervisors must ensure the ARS for intermittent leaves are properly maintained and reach out to the leave team if they have questions
- If they become aware of an employee who is in need of a leave of absence who cannot open the leave themselves, the supervisor is responsible for submitting a leave on the employee's behalf (providing as much detail as possible including PTO the employee might use or making us aware that the employee does not have sufficient PTO)

Supervisor/Department Responsibilities (including ARS administrator)

- Supervisors must ensure that the employee's ARS entries that a leave specialist has coded are not altered without first consulting with the leave specialist
- They are also responsible for responding to the emails/phone calls from the leave specialist as it relates to a variety of questions such as whether the department will approve/deny a leave, confirming an employee's schedule or total hours worked, whether the employee has or has not returned as expected

Leaves | HR Liaison Responsibilities

- HR Liaisons can support the leaves process by reaffirming the information provided in the previous slides when speaking to the employees and the departments as it relates to the specific leave case
- Please keep an open line of communication with the leave specialists and bring any issues (either general issues or case specific issues) to the leave administration team's attention as soon as you become aware of them

Questions

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Visit our Contact Us Webpage

Announcements from the Senior Vice President

- [Is FlexWork@RU Working for You? Survey](#)
 - [Non-Aligned Performance Management – Reminder FY’23 Initial Goal Setting Due Sept. 30](#)
 - [Planning for the Future | Upcoming Financial Webinars](#)
 - [Benefits Open Enrollment Deadlines on Oct. 31](#)
 - [FlexWork@RU Pilot Program Learning Series](#)
 - [Caregiver Support Pilot Program for Rutgers Employees](#)
 - [Implementation of the Chosen Name Initiative](#)
 - [FlexWork@RU Pilot Program Update](#)
 - [FlexWork@RU Application System Now Open | August 15 Submission Deadline](#)
 - [Implementation of Future of Work Task Force Recommendations](#)
- [more >>](#)

UHR Units and Offices

- [Benefits and Wellness](#)
- [Compensation Services](#)
- [Employment Services](#)
- [HR Consulting](#)
- [HR Information Systems and Information Technology](#)
- [Human Capital Management](#)
- [Office of Employment Equity](#)
- [Office of the Senior Vice President](#)
- [OneSource Rutgers Faculty and Staff Service Center](#)
- [Organizational and Talent Development](#)
- [Talent Acquisition](#)
- [UHR Camden and Newark Offices](#)