

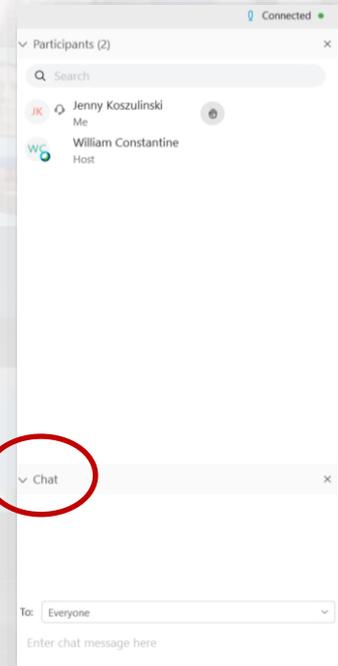
Welcome

Bi-Monthly HR Liaison Meeting December 2023

- **Note:** Everyone's phone will be muted.
- If you joined through Zoom, you can unmute by clicking the red microphone button.
- To turn on the Chat box – find the tool bar at the bottom of the screen and click on the Chat icon.
- If you are joining by phone and want to ask a question, press *6 to unmute your line.

We will get started shortly. In the meantime, let's get the conversation rolling! Please participate in a quick icebreaker using the link below:

PollEv.com/oneredrutgersemployeedevelopment958



Mute

Stop video

Share

...



Participants

Chat

...



Agenda

- Flu Season and Vaccine Compliance
- Reviewing the Use of Business Titles
- Introducing Career Development
- Performance Management Mid-Year Review Phase
- OneRED Leader Coaching Update
- Other Important UHR Announcements

Flu Season and Vaccine Compliance

Ashley Lofton
Acting Associate Director, BPS



Vaccination Compliance | Covered Individuals

- The 2023-2024 flu season is underway.
- Under Policy 100.3.1, effective December 1st, all candidates for hire going into **covered positions** are required to provide proof of seasonal flu vaccination unless they have a Rutgers-approved medical or religious exemption.
- This is in addition to providing proof of COVID vaccination compliance.
- Covered individuals include all health care personnel and Rutgers University Public Safety personnel as defined by the policy, at all locations, regardless of whether they have routine presence in patient care areas or have routine contact with patients.
- Please remember that new hires going into covered positions whose start dates are **after** 12/1, but who received vaccination compliance **prior** to 12/1, will show on the Responsible Officer's report as requiring the influenza vaccination.

Questions





Reviewing the Use of Business Titles in HCM

Donna Louis
Director Business Partner Services



Use of Business Titles

- At this time, we are reviewing the use of Business Titles in HCM to align these titles across Rutgers to have better clarity, consistency and management
- The use of business titles for higher graded positions causes confusion and perceived inequities
- An audit will be conducted on current Business Titles to ensure alignment with incumbent's position and Job Code Title
- Business Title Guidelines will be developed and posted on the HR Liaison's Resources Library

Questions





Organizational & Talent Development

Will Constantine
Director, Org and Talent Development



University Human Resources



Navigating Career Development Workbook

Pilot

OneRED Principles

One Rutgers Employee Development (OneRED) is the umbrella under which the university provides employees with a suite of programs and services to enable purposeful professional growth.



1. Development is a shared responsibility between employees and managers, but ultimately **employees own their development.**



2. As Total Talent Developers, **managers work with their direct reports** to navigate development planning.



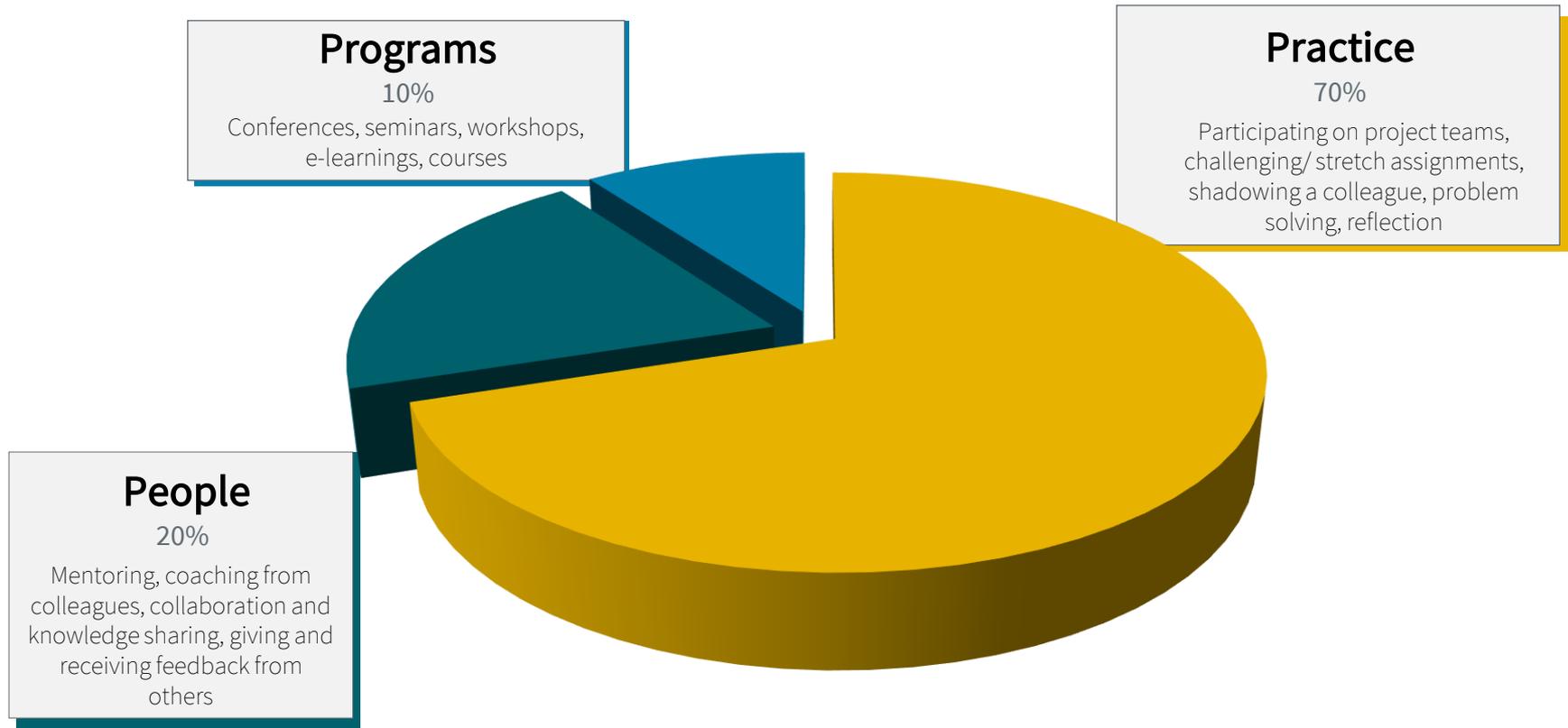
3. When it comes to development, the focus is on **building the Rutgers University competencies** for one's professional success.



4. Development is continuous and **primarily gained through key experiences.**

Learning happens all the time

Center for Creative Leadership's 70-20-10 Model



Does this model surprise you?

Learning in service of your professional development happens every day without you realizing it – just imagine the impact of using this model intentionally in service of your development goals.

Understanding Career Development

Employee Listening & Perspectives

What We Heard

Overwhelming requests for information about **career pathing and opportunities for promotion***



Reading Between the Lines

Employee Perspective is **Career Development = Upward Mobility**



The Mindset Shift

Development is a **lifelong journey & shaping this journey is entirely up to you**

Promotions are not the only path to career progress

Employees deserve encouragement and recognition for any step forward, whether:

- learning a new skill,
- tackling a stretch project,
- working with a coach or mentor, or
- growing their networks.

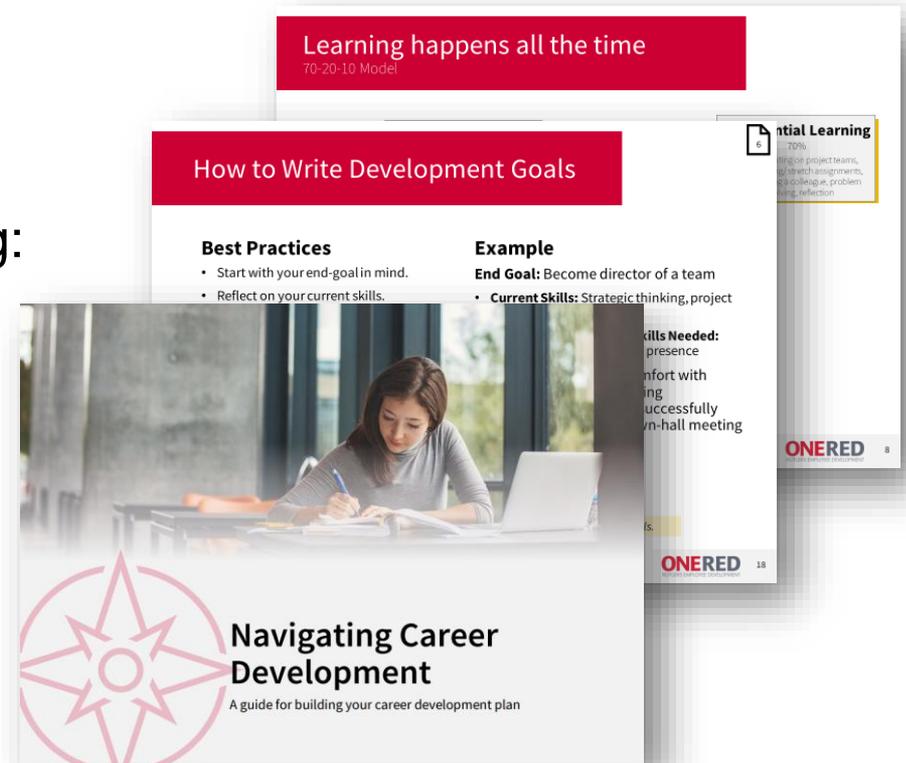
Simply engaging with learning correlates with a sense of growth, advancement, and adaptability.



Workbook Structure

Primary Features & Benefits

- Multimodal approach to learning:
 - Reflection exercises
 - Relevant resources
 - Competency assessments
 - Best practices checklist
 - Goal planning templates
- Supplemental material for managers



Manager Supplement

Features & Benefits

- Reinforcement of their role as Total Talent Developer
- Actionable ways to implement a development plan with their direct report
- Ways to identify development opportunities per the 70/20/10 model
- Tips and supplemental resources on providing timely and constructive feedback

Implement a Development Plan
Manager's guide to supporting their direct reports

Be a Total Talent Developer
Manager Responsibility in Employee Development

Development is critical to achievement of university-wide goals.
As a manager, it is up to you to...
Listen and stay informed.
Listen to your employees when they talk about their interests and aspirations. Help them evaluate their skills based on the feedback and assessments they complete. Stay informed about what development opportunities are available and what skills and roles the university needs to be successful.

Use this information to form insights and connections
and help support your team in creating a development plan. Make suggestions based on their experience, exposure and education based on their aspirations and interests. Create mentorships, trainings, project teams or stretch assignments. Be realistic. Opportunities make sense based on individual aspirations and the business needs of the university.

Regularly check in and provide ongoi... Think back to the 70/20/10 model of learning, which showed us that development can be found anywhere. As a manager, it is up to you to identify development opportunities for your direct reports to various development opportunities; below are a few examples.

Identifying Development Opportunities

Social (20%)

- Ask a colleague to be a guest speaker at your upcoming team meeting; this will provide your team exposure and an opportunity to better understand operations of other departments.
- Share upcoming networking events with your team; offer to attend with them.
- Connect a colleague with an interesting career path with a direct report who has similar interests.

Formal (10%)

- **Functional and technical training** is offered by multiple departments across Rutgers – bookmark this site and refer to it for potentially relevant trainings.
- Recommend trainings through LinkedIn Learning.
- Remind your team of their tuition remission benefit.
- Allow time and space for your direct reports to attend webinars and workshops that will aid in their development goal achievement.

Providing Feedback

Why do I need to provide feedback?
Feedback is a great place to start to help nurture your employee's development – but that is not the only reason to provide feedback.
Feedback delivery is the most important tool in your toolkit because it helps you as a leader to manage expectations with your team. Honing your skill of providing feedback can take any intention you have of wanting your employee to succeed more apparent.

What makes feedback impactful?
Research shows that for feedback to be taken seriously, a genuine desire to see the feedback-receiver improve needs to be present. To enable yourself to give the most impactful, development-driven feedback, check out these resources:

- [What is a feedback model? Benefits and common types \(article\)](#)
- [Rutgers OneRED Learning Brief: Coaching & Feedback \(27 min\)](#)
- [Delivering employee feedback \(25 min\)](#)
- [Setting Team and Employee Goals Using SMART Methodology \(55 min\)](#)
- [Building a Coaching Culture: Improving Performance Through Timely Feedback \(1 hour\)](#)

ONERED

**“Dream big,
Start small,
But most of all,
start.”**  *Simon Sinek*



Let's get started!

Chart your path today with the
Navigating Career
Development workbook.



 **NAVIGATE**

Next Steps

- We invite you and your non-aligned employees to participate in our upcoming pilot in January. Communications will be forthcoming.
- Email Nicole Liverani-Kane (nml139@rutgers.edu) if you wish to be included in the pilot.
- Stay connected to communications and updates from Org & Talent Development regarding this pilot.



Non-Aligned Performance Management

Mid-Year Review Phase

Goals of the Performance Management Process



Shared Ownership

Creates the understanding that development and performance require shared ownership across the entire team.



Meaningful Conversations

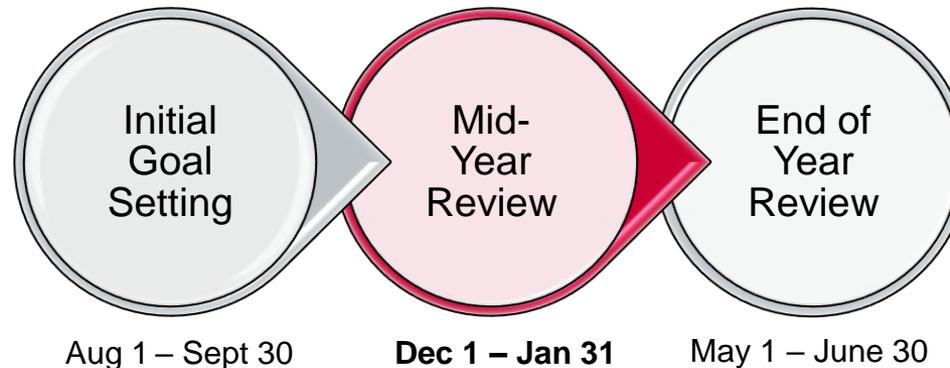
Facilitates conversations throughout the year with one-on-one meetings and performance check-ins.



Purpose-Driven Work

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

Performance Management Phases and Timeline

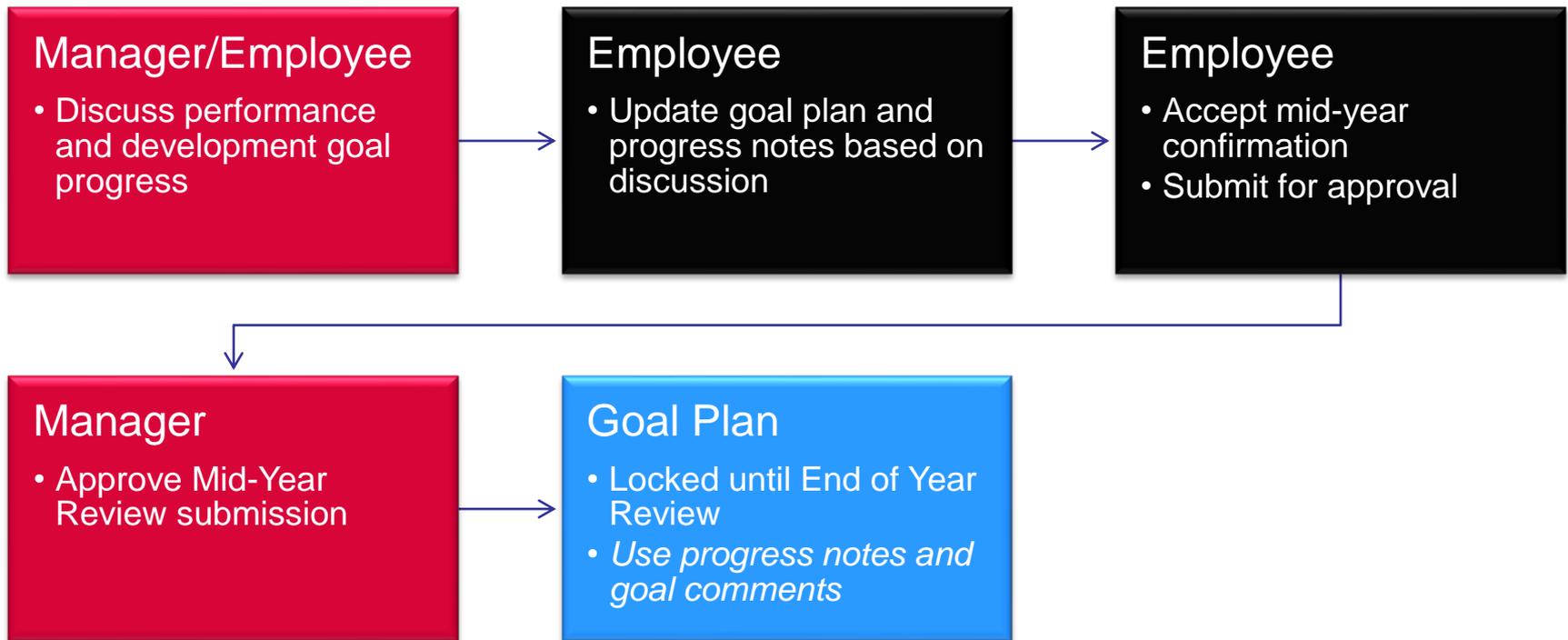


Important Dates

- Goal Plans re-open for modification on December 1
- New Hires have 30 days from their start date to complete their Goal Plan for goal setting
 - If Approved after December 1, the goal plan will shift to Mid-Year in an overnight process
 - If a new hire started later in the year, delaying the Mid-Year Review conversation after January 31 may make sense. It is recommended to have a performance check-in with your direct report after their first 90 days to ensure they are tracking on progress towards their goals.

*New Goal Plans are created for all Non-Aligned new hires from August 1 to April 30 of the current fiscal year.

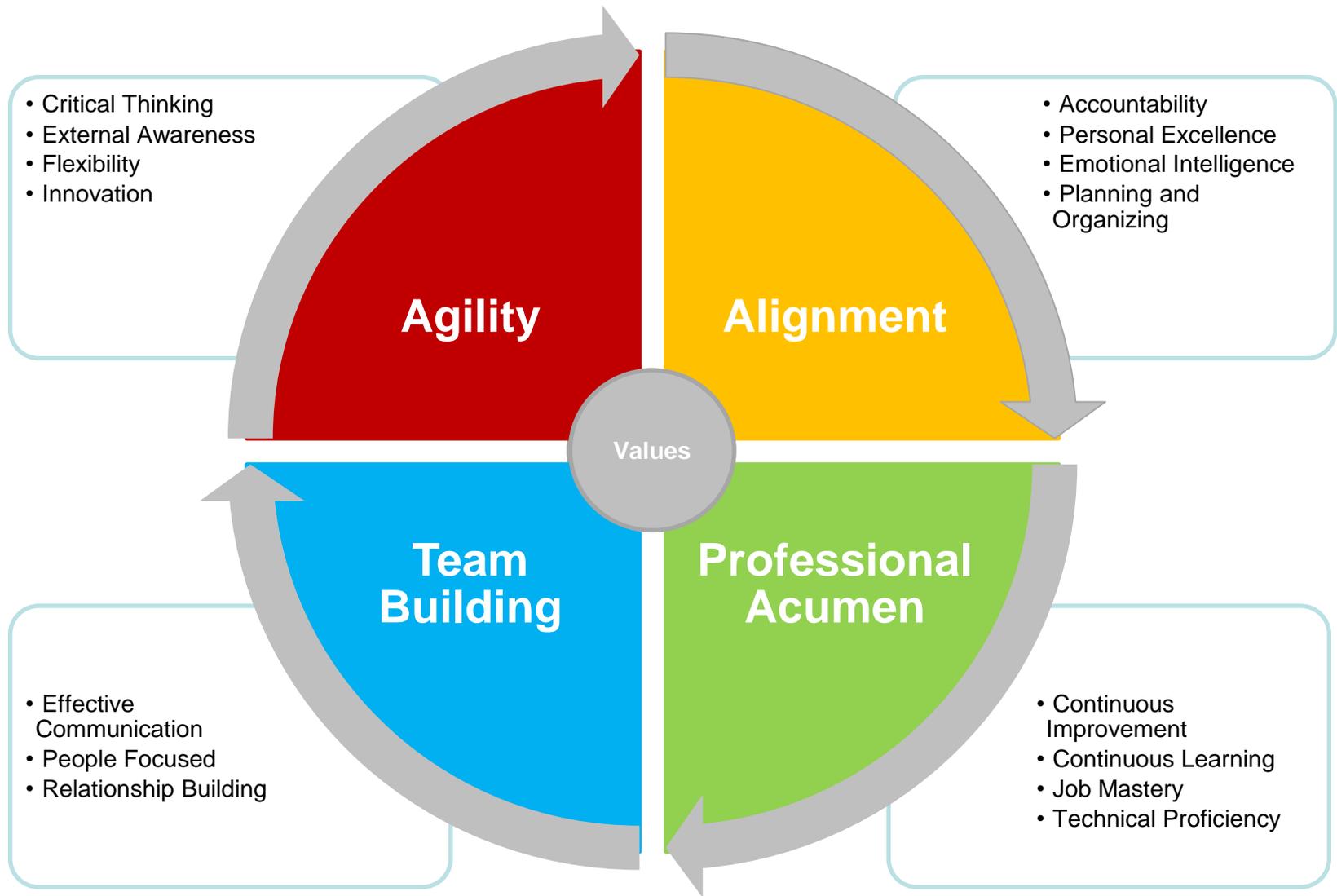
Mid-Year Review Process



Rutgers Competencies

- Competencies represent incremental levels of knowledge, skills, and behaviors that enable and improve performance.
- Competencies help employees identify, discuss and develop the skills and behaviors necessary for our employees to be successful, demonstrate strong performance, and thrive.
- Rutgers Competencies serve as the foundation for development for staff employees and empower them to drive their development in partnership with their supervisor.





Goal Review Recommendations: Align and Adjust

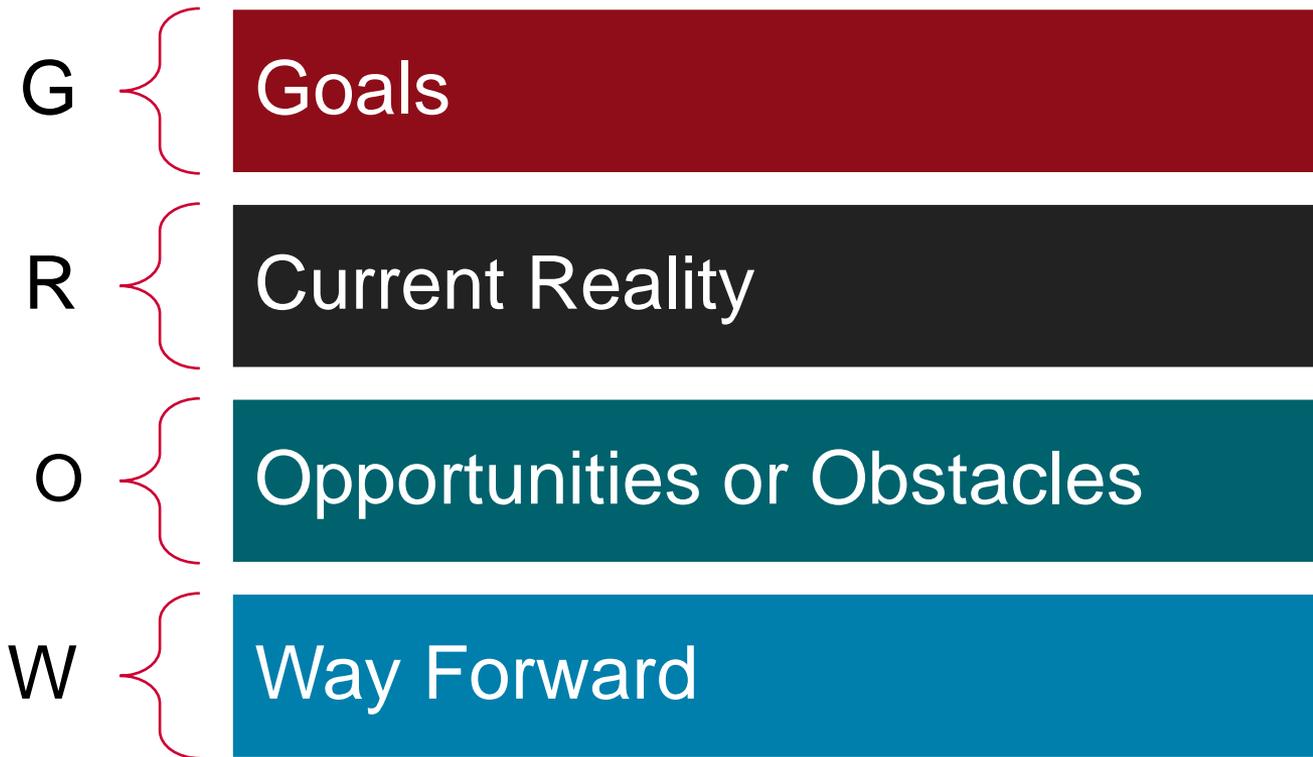
Encourage managers to review goals with employees

- Managers and employees should discuss goal progress together; adjust goals as needed in the system. This includes:
 - Removing goals that have been put on hold or are no longer applicable
 - Adding new goals not originally accounted for during Goal Setting
 - Updates to existing goals

- Both managers and employees can create Progress Notes to add any comments or updates on the goals.
 - When the employee creates Progress Notes, notifications can be sent to the Manager's email and vice versa.

- If applicable, move any work-related goals from the Development Goal section to the Performance Goal section.
 - Development Goals are for professional development and are not factored into performance ratings.

Coaching and Feedback Recommendations for Managers



Adapted from [5 coaching frameworks to develop your team](#), BetterUp.

Mid-Year Review: Success Tips for Managers

Actions to take:

- **Review *your* listed manager and direct reports.** Update your team if needed in Manage My Team section on the Home tab in the performance management system. Tutorials are available under the Help tab.
- **Encourage employees to review goals for edits and updates.** They should post goal progress updates to the Progress Notes section.
- **Discuss their professional development goals.**
- **Discuss any additions, edits or deletions to the performance and development goals** to ensure that everyone is aligned to what the goals are for the remainder of the fiscal year.
- **Work with your team to submit the agreed upon goals by a certain date** so you have time to discuss with each team member and approve by January 31.



Performance Management Mid-Year Review Employee Process Overview

Want to make the most of your Mid-Year Review? Start here!

From December 1 – January 31, our Performance Management system opens for Mid-Year Review. Time flies, and Mid-Year Review provides us with an opportunity to reflect on the past few months. Think of all the progress you have made to date and use this time to re-align with your manager on priorities for the remainder of the fiscal year.

Preparing for the process

1. Review the goals you entered in the Performance Management system during the initial goal setting phase. Make a note of any changes you anticipate.
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 to your success.

Preparing for the conversation

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

- Are you as far along as you anticipated you would be by this point in the year?
- Have there been any barriers to achieving your goals? Any unexpected wins?
- What can your manager do to help your goals along?
- Have you made progress on your development objectives? How will 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 Mid-Year Review conversation, make the necessary updates in the Performance Management system using the **Edit** button, completing the Mid-Year Review Confirmation, and clicking **Submit for Approval** when complete.

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

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

Office Hours for HR Liaisons

These sessions are designed to focus on answering your questions and listening to your feedback for performance management.

Save the Date

- January 9, 11:00am - Noon
- January 17, 1:30 to 2:30pm





OneRED Leader Coaching Pilot

Next Steps

- Thank you for submitting nominations for the OneRED Leader Coaching Pilot Program
- Selected participants were notified in December 2023
- Program for the third group will officially begin on January 16, 2024



Questions



Other Important Updates

Communications regarding the following important UHR updates will be sent out later this week:

- Effective January 2024, the next round of Faculty Pay Equity applications will be automated for BHSNJ and AAUP-AFT faculty:
 - This will provide for a streamlined application process, a central repository for all application materials, and the ability to track the progress of applications.
 - An announcement will go out later this week with additional details and a link to a user guide for the new system.
- UHR Holiday Week Schedule:
 - All UHR offices will be closed to walk-in services between 12/25/23 and 1/1/24.
 - The OneSource Faculty and Staff Service Center will be closed.
 - We will have limited staffing levels to check phone messages and will respond to urgent matters only within 24 hours.
 - If you have an urgent matter, please contact OneSource at 732-745-SERV (7378) and leave a message.