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
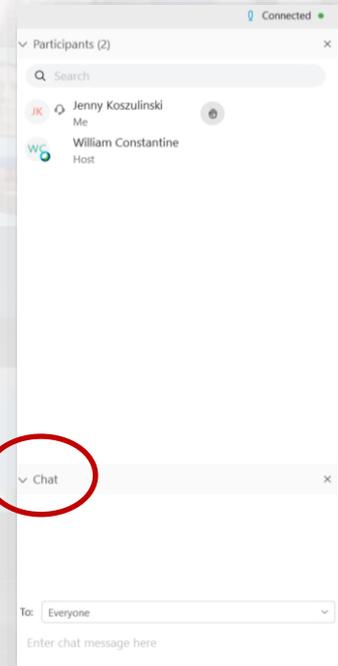
Agenda

- 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

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Flu Season and Vaccine Compliance

Ashley Lofton
Acting Associate Director, BPS

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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

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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

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Questions

Organizational & Talent Development

Will Constantine
Director, Org and Talent Development

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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

Programs
10%
Conferences, seminars, workshops, e-learnings, courses

Practice
70%
Participating on project teams, challenging/ stretch assignments, shadowing a colleague, problem solving, reflection

People
20%
Mentoring, coaching from colleagues, collaboration and knowledge sharing, giving and receiving feedback from others
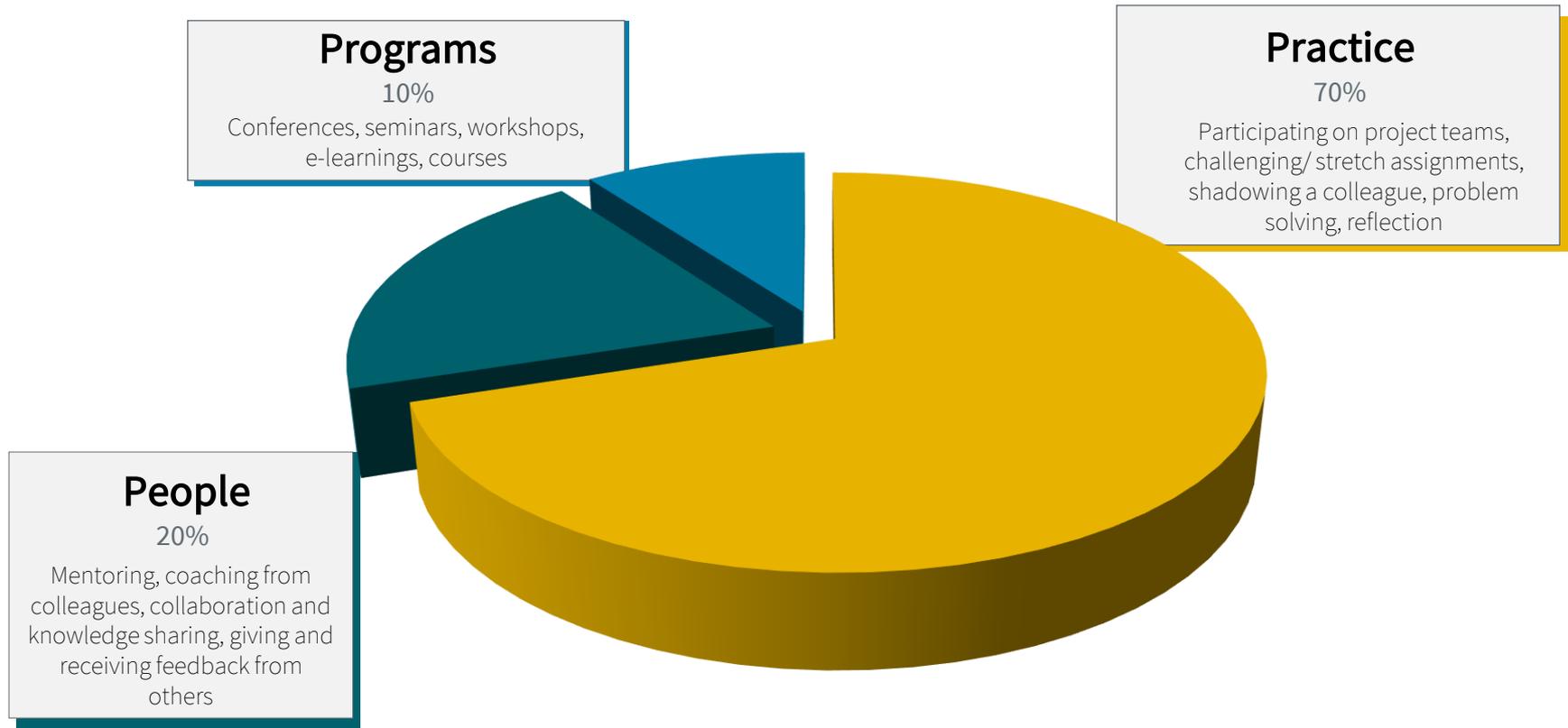
Does this model surprise you?
Learning in service of your professional development happens every day without you realizing it – just imagine the impact of using this model intentionally in service of your development goals.

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**

*Insights from *Future of Work Task Force and FlexWork@RU Survey*

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.

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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
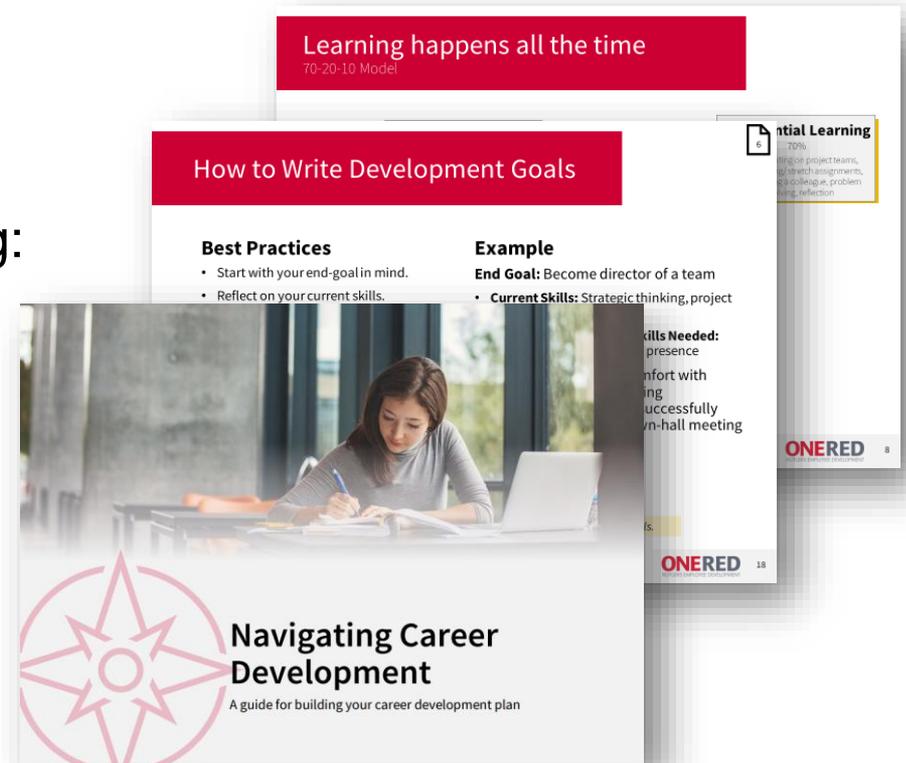
Manager Supplement

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

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

Meaningful Conversations

Purpose-Driven Work

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

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

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

Performance Management Phases and Timeline

Initial Goal Setting — Aug 1 – Sept 30

Mid-Year Review — **Dec 1 – Jan 31**
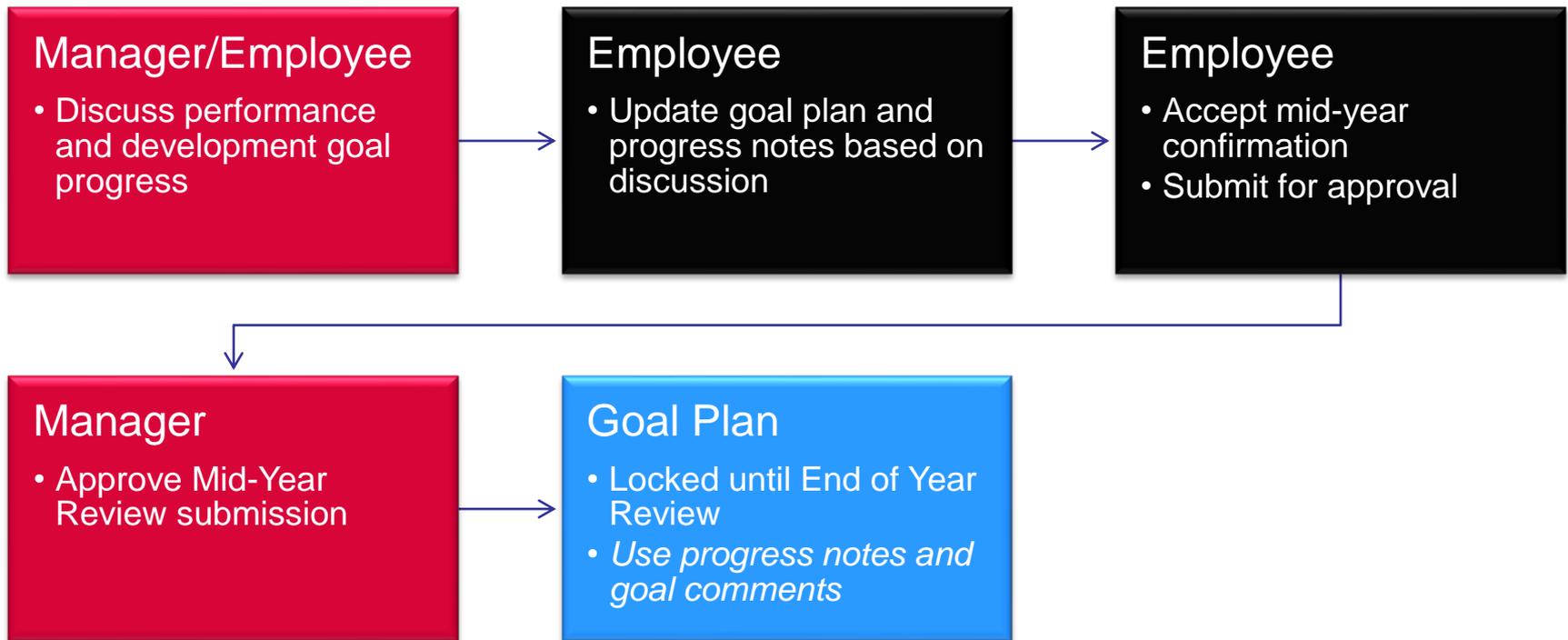
End of Year Review — May 1 – June 30
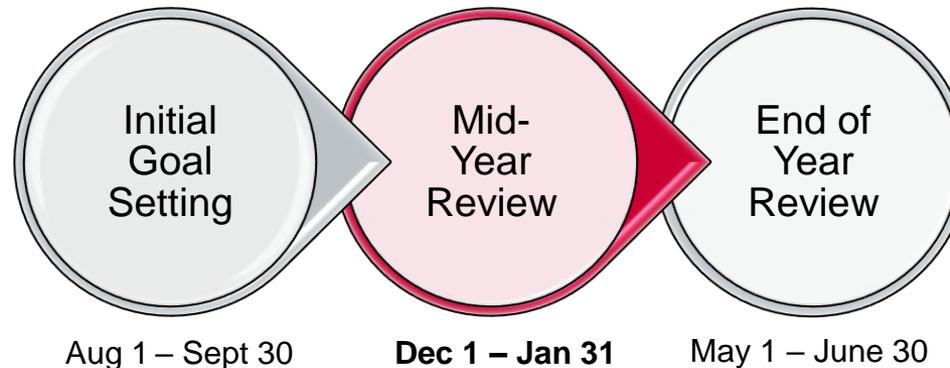
Important Dates

- 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.
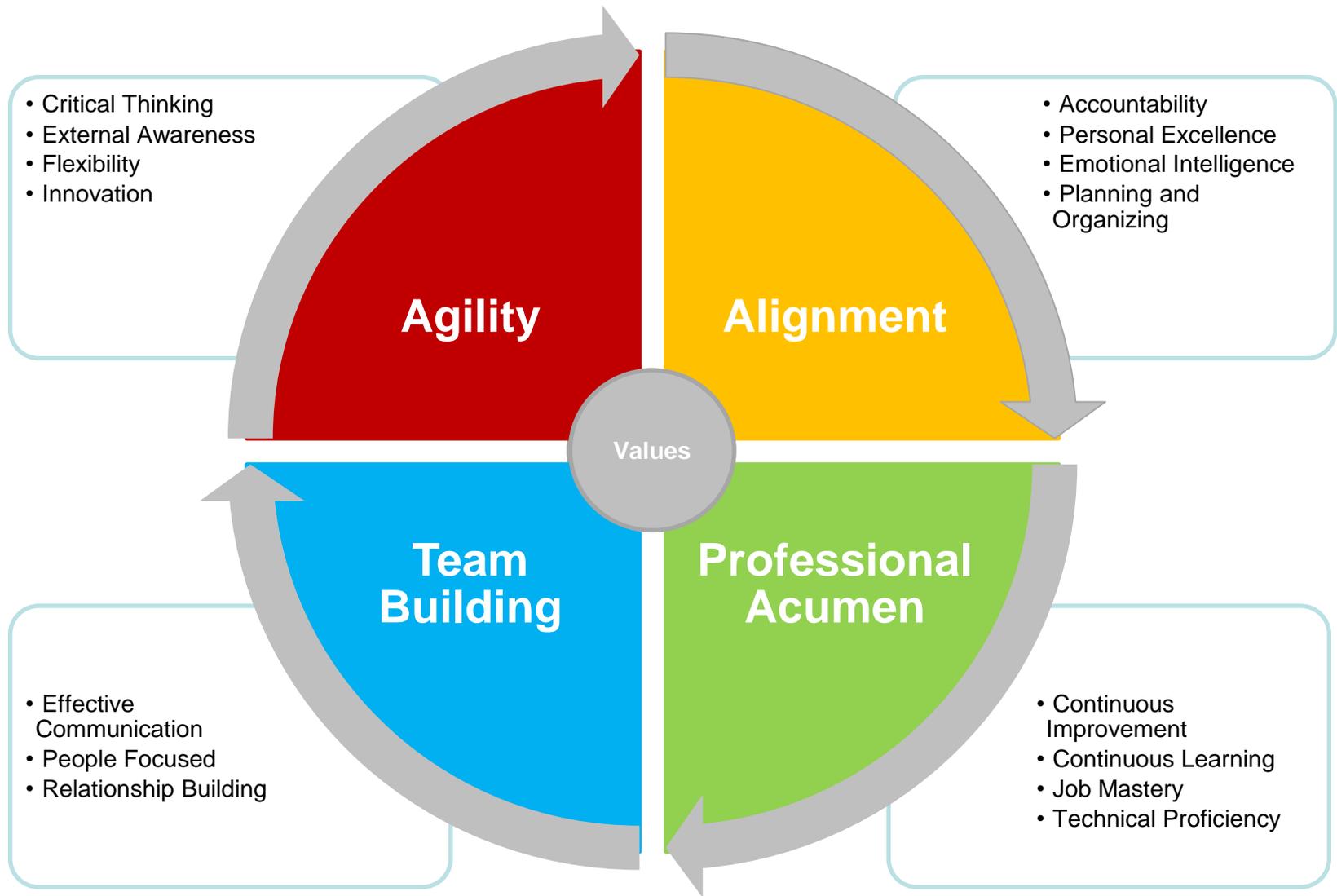
Mid-Year Review Process

Manager/Employee
- Discuss performance and development goal progress

→

Employee
- Update goal plan and progress notes based on discussion

→

Employee
- Accept mid-year confirmation
- Submit for approval

Manager
- Approve Mid-Year Review submission

→

Goal Plan
- Locked until End of Year Review
- *Use progress notes and goal comments*

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.

- Critical Thinking
- External Awareness
- Flexibility
- Innovation

- Accountability
- Personal Excellence
- Emotional Intelligence
- Planning and Organizing

Agility

Alignment

Values

Team Building

Professional Acumen

- Effective Communication
- People Focused
- Relationship Building

- Continuous Improvement
- Continuous Learning
- Job Mastery
- Technical Proficiency

# 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

G { **Goals**

R { **Current Reality**

O { **Opportunities or Obstacles**

W { **Way Forward**
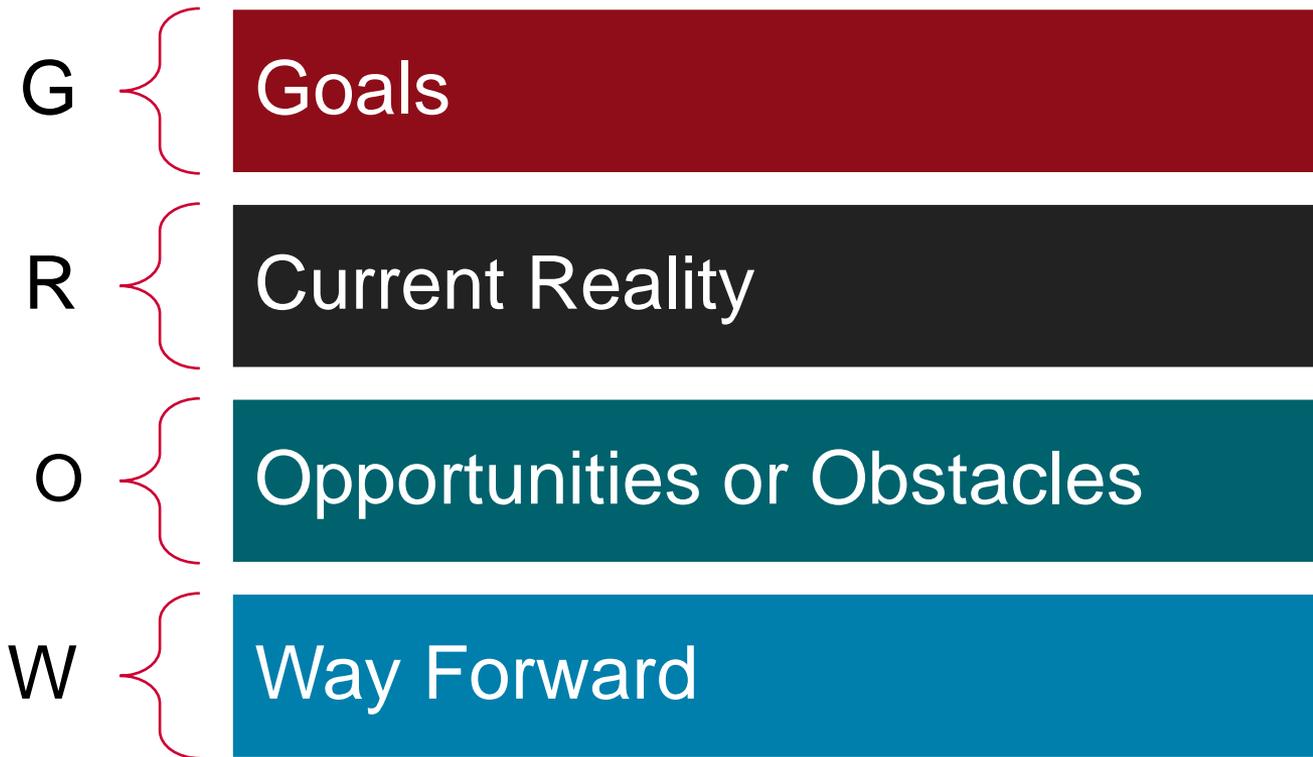
Adapted from *5 coaching frameworks to develop your team*, BetterUp.

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.

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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.

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