

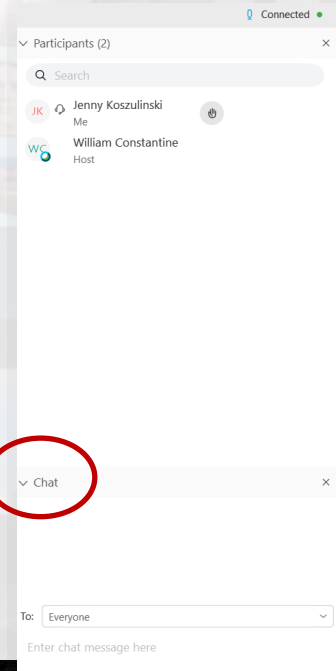
Welcome

Bi-Monthly HR Liaison Meeting February 2024

- **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:

<https://pollev.com/onedrutgersemployeedevelopment958>





RUTGERS UNIVERSITY
University Human Resources

HR Liaisons

February 23, 2024

Carolyn Dellatore, AVP of Office of Workplace Culture

William Constantine, Director of Organizational & Talent Development

Jennifer Shaw, Director of Policy and Employment Practices

Donna Louis, Director of Business Partner Service



University Human Resources



Agenda

- Workplace Excellence
- Organizational & Talent Development Updates
- Flexible Work Arrangements Policy (60.3.22) Proposed Changes
- New UHR Case Management Services
- I-9 Processing Updates

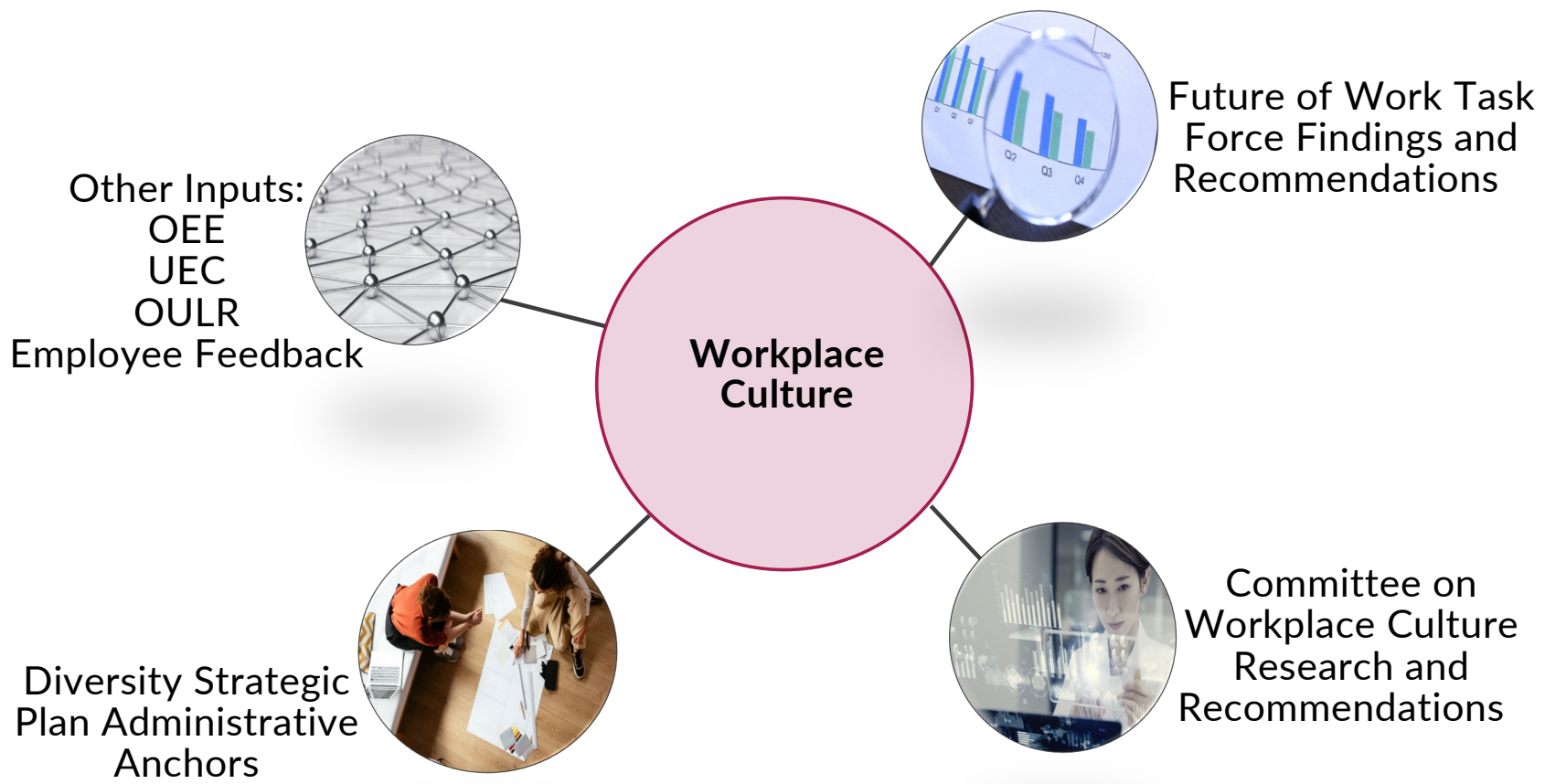
In Pursuit of Workplace Excellence: Driving Employee Engagement, Connection, Empowerment, Well-being, and Success

Carolyn Dellatore, Assistant Vice President, Office of Workplace Culture



Workplace Culture

An employee driven best practice and research informed organizational imperative

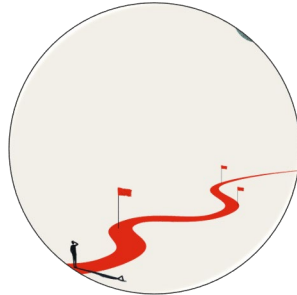


Overarching Themes and Recommendations



Create a Structure

Create a structure to normalize and constructively address conflict diagnosis and resolution



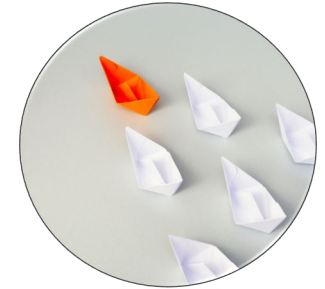
Expand Pathways

Develop mediation services and conflict coaching for employees



Develop & Enhance Skills

Train supervisors in conflict resolution and de-escalation

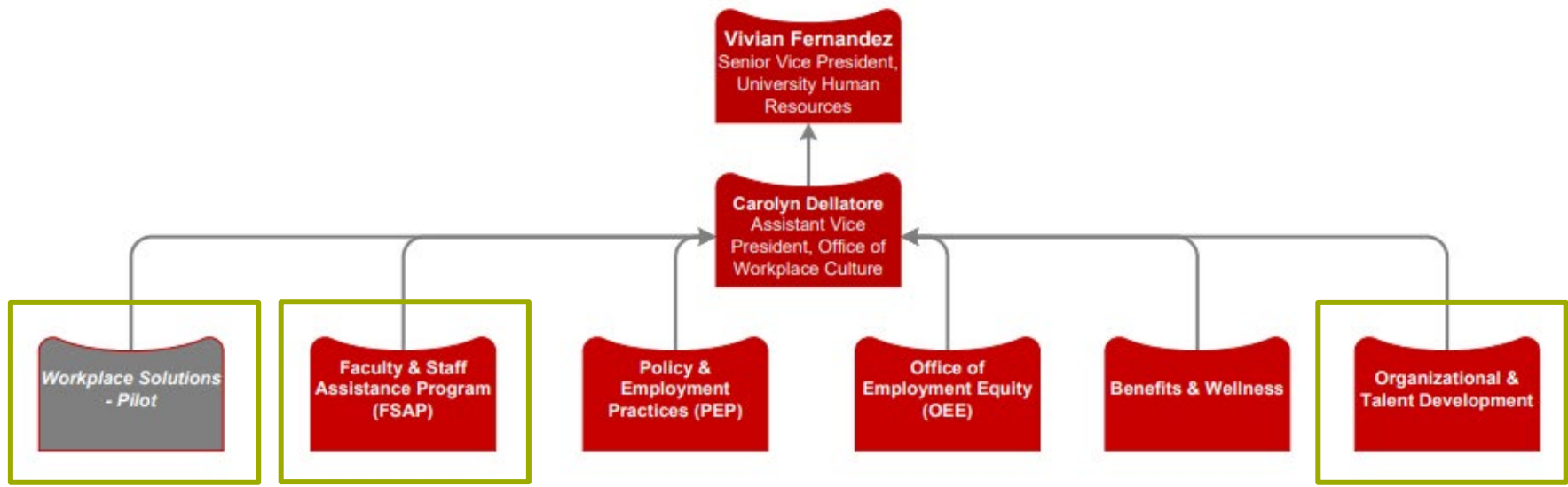


Provide Resources

Offer guidance and resources to mitigate conflicts

Equipping the University community with conflict management skills will foster a respectful workplace.

Office of Workplace Culture



About the Office of Workplace Culture

The Office of Workplace Culture supports the advancement of workplace excellence by developing, enhancing, and implementing policies, guidelines, and cross functional collaborations to create a sustainable system of workplace practices that promote a respectful work environment, employee wellbeing, inclusion and connection, effective conflict diagnosis and resolution, employee development, and a culture of accountability.



Pillars of Workplace Excellence



- The **Pillars of Workplace Excellence** serve as the foundation upon which our shared success as employees is built.
- They include:
 - fostering a workplace built on mutual respect
 - embracing cordial conflict as a catalyst for change
 - supporting the well-being of our employees
 - committing to professional growth and leadership development
 - creating an inclusive work environment
 - holding ourselves accountable to a workplace where excellence is not merely a goal, but a fundamental part of our identity



Creating Alignment

- The Rutgers Values define who we are as a community, the way in which we interact, and how we do our work.
- The Pillars of Workplace Excellence represent a sustainable collective of actions, initiatives, programs, workplace tools, policies, and procedures that embody and support Rutgers Values.

The Office of Workplace Culture Initiatives

Workplace Solutions Pilot

- Create new office to handle interpersonal conflicts and drive Workplace Excellence initiatives

Organizational & Talent Development

- Provide employees with a suite of programs and services to enable purposeful professional growth.

Enhance EAP

- Robust behavioral health support will diminish conflict and help employees who are experiencing it.



Providing valuable new resources for improving the employee experience and workplace culture.

The Office of Workplace Solutions Pilot



Office of Workplace Solutions

Creating a structure to normalize and constructively address conflict diagnosis and resolution

- Conflict Management & Mediation
- Training on Conflict Resolution
- Online Toolkits and other resources
- Practical mindfulness and emotional intelligence techniques
- Coordination with other units
- Organizational Assessments (may leverage EAP)
- Referrals
- Workplace Excellence Initiatives

The Office of Workplace Solutions will be a valuable new resource for improving the employee experience and workplace culture.



"I have spoken about the value of a true marketplace of ideas and opinions, and the need, often an uncomfortable one, to listen to others with whom you may have deep disagreement."

JONATHAN HOLLOWAY, PRESIDENT
RUTGERS UNIVERSITY

Conflict Management & Mediation Services

- Offering confidential mediation to employees can help resolve workplace conflicts.
- This service provides an impartial third party to facilitate conversation between employees with a dispute.
- The goal is to reach a mutually agreeable solution.





Employee Assistance Program (EAP)

Leveraging EAP for Conflict Diagnosis & Management for Employee Services

Robust behavioral health support will diminish conflict and help employees who are experiencing it.

- **Performance Issues**
EAP counselors can help employees struggling with performance or productivity.
- **Attendance Problems**
The EAP can explore the reasons behind absenteeism and help improve attendance.
- **Peer Relationships**
Counselors can facilitate conversations to address relationship problems between coworkers.
- **Unprofessional Behavior**
The EAP can coach managers and employees about avoiding unprofessional workplace conduct.
- **Workplace Violence**
EAPs help identify warning signs and prevent workplace violence from occurring.

Questions





Organizational & Talent Development

William Constantine, Director of Organizational & Talent Development

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.

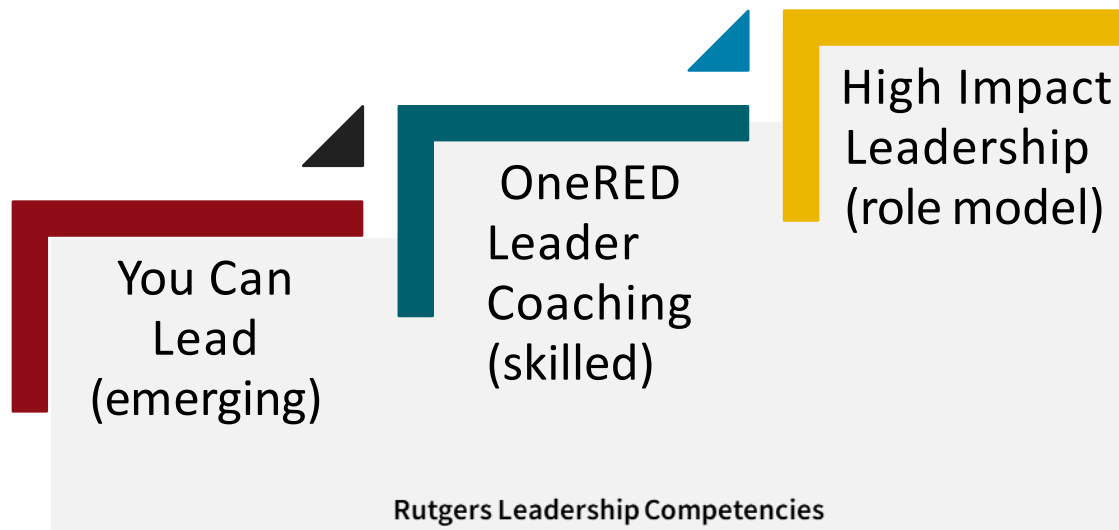


4. Development is continuous and **primarily gained through key experiences.**

Strategically Targeting Leaders at all Levels

Building the Leadership Talent Pool

Develop a network of leaders and diverse leadership talent pool who will shape the strategic direction, success, and sustained growth of the university. Initiatives will be aligned to the Leadership Competencies and Value Propositions. Strategically and intentionally target the development of leaders at all levels.



Talent Development Roadmap



FY'26 – FY'29

Career Pathing

- Constructing Paths
- Career Tracks
- Job Rotation

Succession Management

- Talent Reviews
- Talent Pipelines
- Talent Pool Management

Assessments & Team Effectiveness

- OneRED 360
- DiSC

FY'24 - FY'25

Learning Experiences

- OneRED Leader Coaching Program
- You Can Lead – New Supervisor Development
- On-The-Job Learning Framework

FY'23

Foundational

- OneRED
- Rutgers Competencies
- Development Conversations
- Personalized Learning Journey
- High Impact Leadership Program
- Executive Coaching Framework

Career Development

- Conversation Guides
- Career Development Pilot
- Talent Pool Identification

FY2024 Pilots



OneRED Leader Coaching

Transformative coaching experiences to drive productivity, engagement, and retention at scale for leaders.

Navigating Career Development

Career Development Planning Workbook + Supplemental Resources for Managers

You Can Lead

8-week Emerging Leadership Development Program for Non-Aligned Staff

Critical Components for all pilot programs

- Data-driven program management
- Focused on employee empowerment and development through experiential learning
- Tangible actions to facilitate on-the-job application

Questions



Policy 60.3.22: Flexible Work Arrangements Proposed Changes

Jennifer Shaw, Director of Policy and Employment Practices



Policy 60.3.22 – Proposed Changes

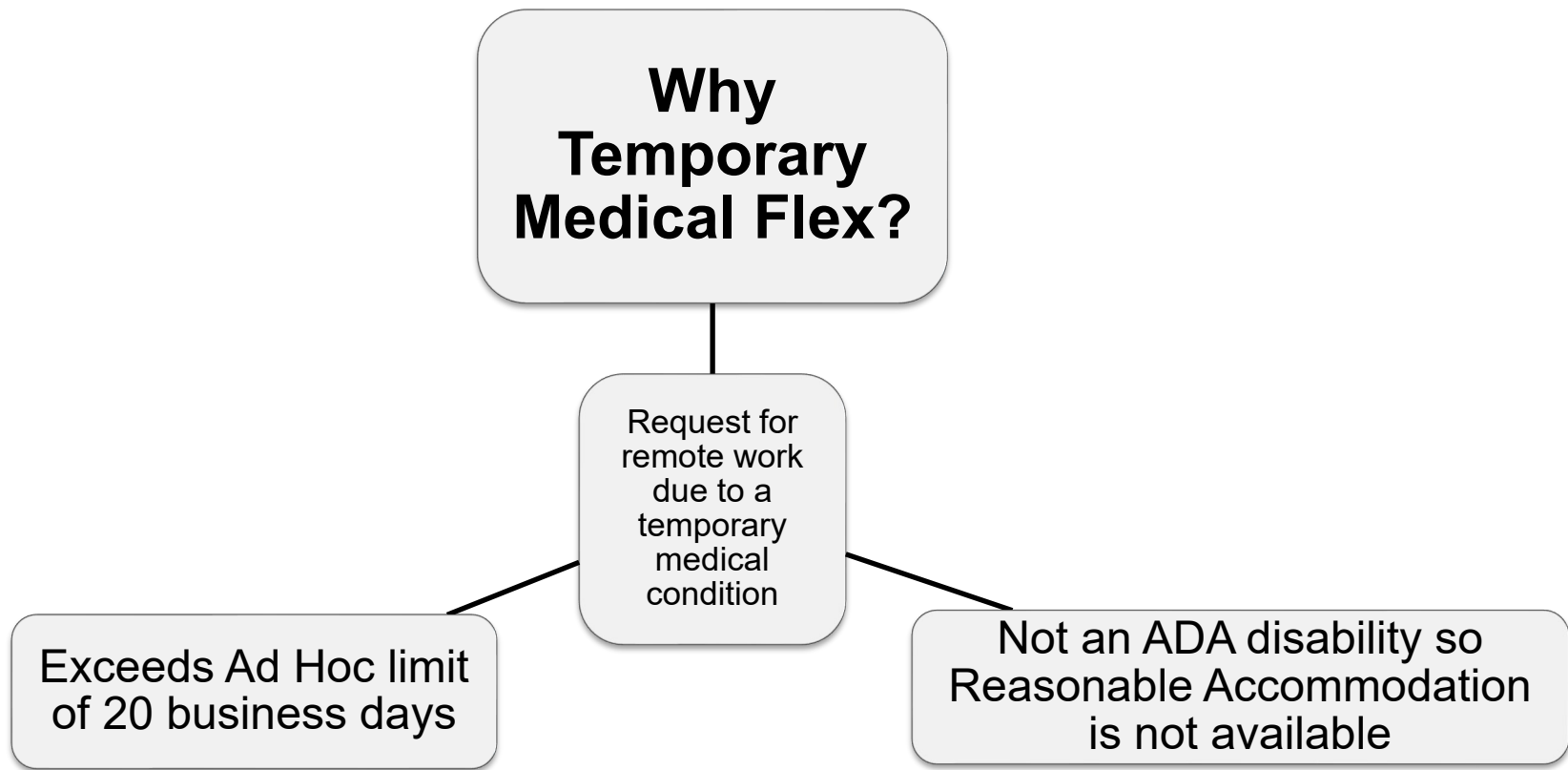
- Provides for flexible work arrangements for eligible employees
- Current flexible work arrangements
 - Flexible Work Schedules:
 - Flex Workday
 - Compressed Workweek
 - Remote Work
 - Ad Hoc – clarification of time limits
 - Hybrid
 - Emergency
 - Fully Remote
- Proposed addition of Temporary Medical Flex

Temporary Medical Flex – Defined

DRAFT Temporary Medical Flex

A work arrangement, not to exceed a total of eight weeks (40 business days) per calendar year, where employees are permitted to work fully remote at an Alternate Work Location due to the employee's non-disability related medical condition. When an employee's temporary medical condition, such as injury, surgery, or acute illness, may not be considered a disability under the Americans with Disabilities Act (ADA) and/or New Jersey Law Against Discrimination (NJLAD), an employee may make a written request for a temporary medical flex work arrangement due to the employee's non-disability related medical condition. Temporary medical flex work arrangements are granted at the direct supervisor or designee's discretion, if job duties, the department's business needs, and technology resources permit such an arrangement. Temporary medical flex work arrangements are temporary and require prior written approval by the direct supervisor or designee and have no expectation of continuance.

Why Temporary Medical Flex?



Key Components of Temporary Medical Flex

- Employee's own medical condition (not others' conditions)
- Medical condition is temporary and does not rise to the level of an ADA disability
- Granted at discretion of direct supervisor
- Job duties, department's business needs, and technology resources must permit it
- Cannot exceed 40 business days (8 weeks) per calendar year
- Continued Ad Hoc and Temporary Medical Flex cannot exceed 40 business days (8 weeks) per calendar year
- Written request and written approval required
- Requests that exceed 2 consecutive weeks must be recorded in One Source
- Supervisor should not request detailed medical documentation to support the request

Process for Requesting/Approving Temporary Medical Flex

Temporary Medical Flex Work Fully Remote Arrangement Request Form

- Employee completes 1st page of form
 - Provides general reason for request (e.g. foot surgery) and start and end dates

- Direct Supervisor completes 2nd page of form
 - Provides approval or denial (with reason for denial)
 - Department signs form, keeps a copy, and provides the form to the employee

- Employee will upload signed form into One Source (if request exceeds 2 consecutive weeks)
 - Employee opens a One Source Case
 - Uploads signed form
 - Uploads supporting medical documentation (if requested by UHR)

Questions





UHR Services (via ServiceNow)

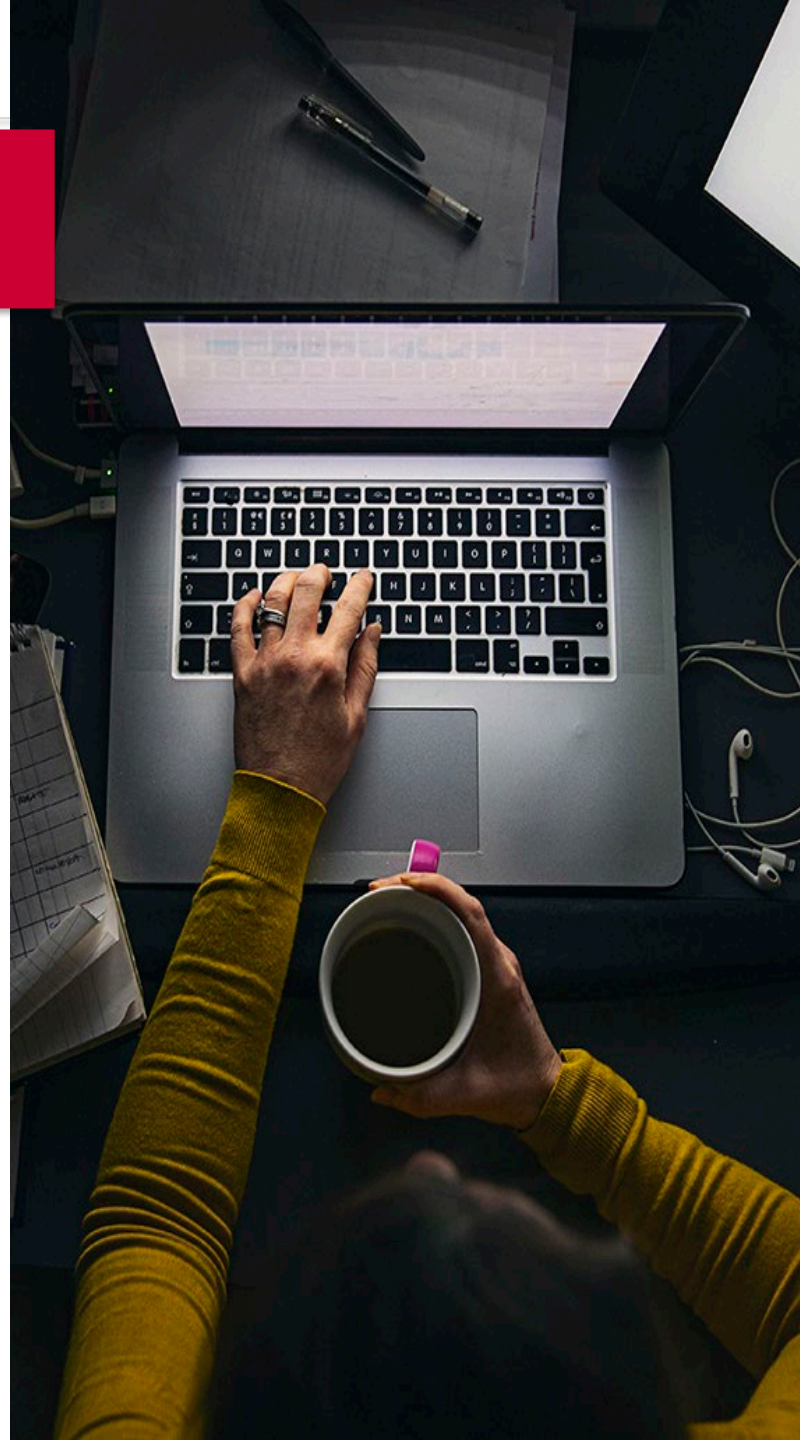
Donna Louis, Director of Business Partner Services



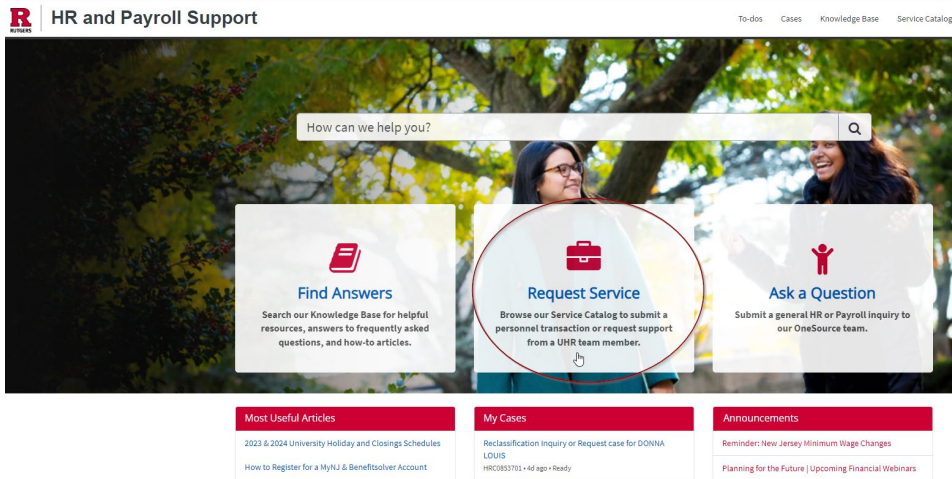
New Services (via ServiceNow)

The following services are now available:

- Acting Appointment Inquiry or Request
- Non-Aligned Employee Discipline Inquiry or Request
- Layoff Assistance Request
- Reorganization Planning Assistance Request
- In-Range/Grade Request
- Classification Request for a New Position
- Reclassification Inquiry or Request
- Fill a Vacancy with an Updated CARF
- New Hire Onboarding Assistance Request
- Request for Background Check Assistance
- Request for I-9 Assistance
- Request for ROCS Assistance

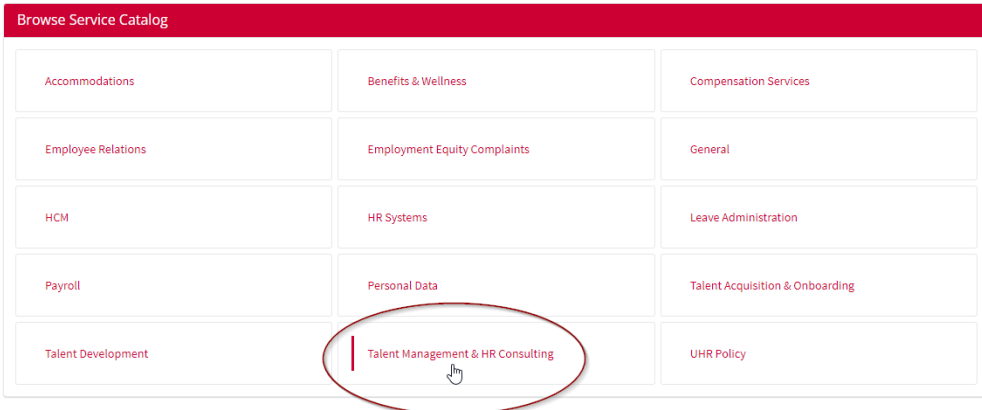


Navigating ServiceNow Portal



- Go [ServiceNow Portal](#)
- Click on “Request Service”
- Log in

Home > Service Catalog



- Click on “Talent Management & HR Consulting”

Navigating ServiceNow Portal

Home > Human Resources Catalog > Talent Management & HR Consulting Search

Categories

- Accommodations
- Benefits & Wellness
- Compensation Services
- Employee Relations
- Employment Equity Complaints
- General
- HCM
- HR Systems
- Leave Administration
- Payroll
- Personal Data
- Talent Acquisition & Onboarding
- Talent Development
- Talent Management & HR Consulting**
- UHR Policy

Talent Management & HR Consulting ☰

Item	Description
Acting Appointment Inquiry or Request	Use this to submit documentation to support an acting appointment personnel transaction or to submit an inquiry regarding acting appointments to University Human Resources.
Employee Discipline Inquiry or Request	Use this to submit an inquiry or request for support regarding employee discipline.
HCM Personnel Transactions & General Inquiries	Use this to submit documentation to support an RBHS transaction in PeopleSoft or to submit an inquiry to HCM.
Job Description/CARF Assistance	Use this to submit a copy of or inquiry regarding a job description or CARF to University Human Resources.
Layoff Assistance	Use this to submit documentation to support a layoff request or to submit an inquiry regarding a layoff to University Human Resources.
Leadership Development Inquiry or Request	Use this to request assistance with leadership development.
New Hire Onboarding Assistance	Use this to request assistance with onboarding a new employee.
Performance Management/Coaching Assistance	Use this to request assistance with non-aligned or aligned performance management processes or systems.
Reclassification Inquiry or Request	Use this to submit documentation to support a reclassification or to submit an inquiry regarding reclassifications to University Human Resources.

System User Guide

- User Guide for the new services is available
- Offers detailed and step by step instructions
- Provides links to forms, resources and websites





I-9 Processing Updates

I-9 Processing Updates

In our continuous efforts to realign functions and processes performed within UHR, we have been transitioning some I-9 processes/services from Talent Acquisition to Business Partner Services.

- UHR Talent Acquisition currently handles:
 - I-9 compliance for new hires
 - Name changes
 - SS updates

- UHR Business Partner Service is currently handling:
 - I-9 compliance for current employees
 - Reverifications
 - Terminations

We are still undergoing the transition and will provide additional updates at an upcoming HR Liaison Meeting.

Questions

