CSCU **Board of Regents**

AGENDA
HR & Administration Committee
Tuesday, May 10, 2022 @ 11:00 p.m.
Meeting will stream live at: http://youtu.be/Vpjqf0BM_ug

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1. Call to Order and Declaration of Quorum

2. Approval of Previous HR Meeting Minutes – October 6, 2021

3. Discussion Item
   a. Presentation – HR Shared Services Update
   b. Presentation – Preview of Changes to the HR Policy Manual for M/C Personnel

4. Adjournment

HR & Administration Committee members
Holly Howery, Chair
Richard J. Balducci
Elease E. Wright
JoAnn Ryan

CSCU Board of Regents

Human Resources and Administration Committee
Wednesday, October 6, 2021 @ 1:00 p.m.
Conducted Via Remote Participation
https://youtu.be/vdv3OfjtibY

Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Holly Howery, Chair	Yes
Richard J. Balducci	Yes
David Jimenez	No
Elease E. Wright	Yes
JoAnn Ryan	Yes (arrived at 1:06)

CSCU STAFF PRESENT:

Andy Kripp, VP of Human Resources
Mike Lopez, Director of Compensation, Benefits & HR Administration
Diane Mazza, Director of HR Strategy
Nick D'Agostino, Director of Equal Employment Opportunity
Pam Heleen, Assistant Secretary of the Board (recorder)

1. **CALL TO ORDER**

   With a quorum present, Chair Howery called the meeting to order at 1:01 p.m. and welcomed the presenters who joined the meeting.

2. **ADOPTION OF AGENDA**

   On a motion for Regent Wright which was seconded by Regent Balducci, the agenda was approved by unanimous voice vote.

3. **CHAIR REMARKS**

   Chair Howery noted that she was pleased to convene the HR & Administration Committee and honored to serve as its chair. She also welcomed Regent Ryan to the Committee.

4. **APPROVAL OF APRIL 9, 2021 MEETING MINUTES**

   On a motion by Regent Balducci which was seconded by Regent Jimenez, the meeting minutes were approved by unanimous voice vote.

5. **ACTION ITEMS**

   VP Andy Kripp introduced the members of the HR Shared Services Team, the action items, and their presentations.

A. Telecommuting Policy

VP Kripp indicated that the policy originally came before this committee in April 2021. The presentation and policy now reflect the feedback from that meeting. M. Lopez presented the policy highlights. (Attachment A)

Discussion followed:

- Regent Wright asked if this policy allowed for full-time telework? M. Lopez indicated that up to 3 days per week of telework is permitted under this policy and that there may be an opportunity to address full-time telework at some point. VP Kripp stated that feedback showed we may not have the experience or appetite yet to consider full remote work.
- Regent Balducci asked if this policy parallels the SUOAF agreement provisions for telecommuting. VP Kripp indicated that they are reasonably similar; however, work performed by student facing SUOAF employees, for example, is not suited for telework. M. Lopez indicated that the functional requirements of the work will be a determining factor in the telework decision.

On a motion by Regent Wright which was seconded by Regent Balducci, the motion to move the item to the full Board for consideration was approved by unanimous voice vote.

B. Search Policy for CT State Community College President

VP Kripp indicated that this policy is based on both the recent search for the CSCU System President, as well as the searches for the Community College Regional Presidents. The policy has been adjusted for the appropriate set of key stakeholders and leaves the final appointment of members to the Search Advisory Committee and the BOR Search Committee to Chair Fleury.

On a motion by Regent Balducci which was seconded by Regent Ryan, the motion to move the item to the full Board for consideration was approved by unanimous voice vote.

C. Management/Confidential Salary – Classification and Compensation Range Adjustment

M. Lopez indicated that the item corrects a mathematical error which adjusts the first and third quartiles to be the midpoint between the minimum and midpoint, as well as the midpoint and maximum. This applies to the salary range plan for small and large University Presidents and non-represented Management/Confidential staff. There is no financial impact.

On a motion by Regent Balducci which was seconded by Regent Wright, the motion to move the item to the full Board for consideration was approved by unanimous voice vote.

6. DISCUSSION ITEMS

A. Shared Services Update (Attachment B)

VP Kripp indicated that the Shared Services model is traditional, mirrors closely what the State is doing, and reflects private sector organizations over the last 10 – 15 years.

M. Lopez and D. Mazza presented the update.

Discussion followed:

- Regent Wright asked about the reactions to the change to Shared Services at the Town Hall meetings. Are people understanding what the changes mean and what the benefits are? Is there resistance in general? Were the people affected by these changes involved in the process of creating this model?

- VP Kripp stated that there was input from hundreds of key stakeholders, Regional Presidents, and Campus CEO's which was incorporated into the rollout. The Centers of Excellence structure was approved as a structure by the BOR in 2017 – 2018 and represents a huge cultural change. Resistance to this change was acerbated by changes and resistance to the implementation of CT State. There is a continuous improvement structure in place to gather feedback and enhance to the process.
- Chair Howery asked if the quarterly continuous improvement communications are being shared with everyone on the campus not just leadership. D. Mazza indicated that they are not being shared with all employees.
- Regent Balducci stressed the importance of having input from hundreds of stakeholders and that the shared services model was not created in a vacuum.

B. <u>Training & Compliance Update</u>

N. D'Agostino presented the update (Attachment C). The training is intended not just to provide information, but to limit exposure to risk.

Discussion followed:

- Regent Wright asked what the employee consequences are for not completing the required training. N. D'Agostino indicated that consequences in terms of employment actions have not played a role to date. VP Kripp noted that completion of required training is a condition of employment. Regent Wright noted that employees must understand the rationale for the training, its criticality, and the benefits to the organization to prioritize the completion of the training.
- Targeted employee follow-up emails are a tool that may be used to continue to catch up on required training. Delivering the modules in a mode that serves employees best will also increase participation.
- Chair Howery asked if there was a database that identifies the training that each employee has taken. N. D'Agostino said that NEOGOV is available, but it is not complete.

7. ADJOURNMENT

On a motion by Regent Wright, seconded by Regent Ryan, the meeting adjourned at 2:28 p.m.

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Telecommuting Policy for M/C Professional Employees

BOR HR-Admin Committee Update

October 6, 2021

CSCU Connecticut State Colleges & Universities

Policy Highlights

- Policy application = Full-time M/C employees who have been in their positions for at least 1 year.
- Telework defined.
  - Voluntary & approved.
  - Flexible.
  - Work completed at alternate work site.
  - Temporary and renewable.
  - Goal = sustainment of work efficiency & productivity.
  - Scheduled or intermittent basis.

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Policy Highlights

- The Telework Policy is…
  - Not an employee benefit.
  - Not intended for all M/C employees.
  - Not an occasional work arrangement to support dependent care, recovery from an illness, etc.
  - Not a replacement for normal absences from work.
- Type of employee best suited for telework.
  - Self-motivated, driven to succeed.
  - Attention to detail.
  - Proven performer.
  - Flexible, adaptable.
  - Independent worker.

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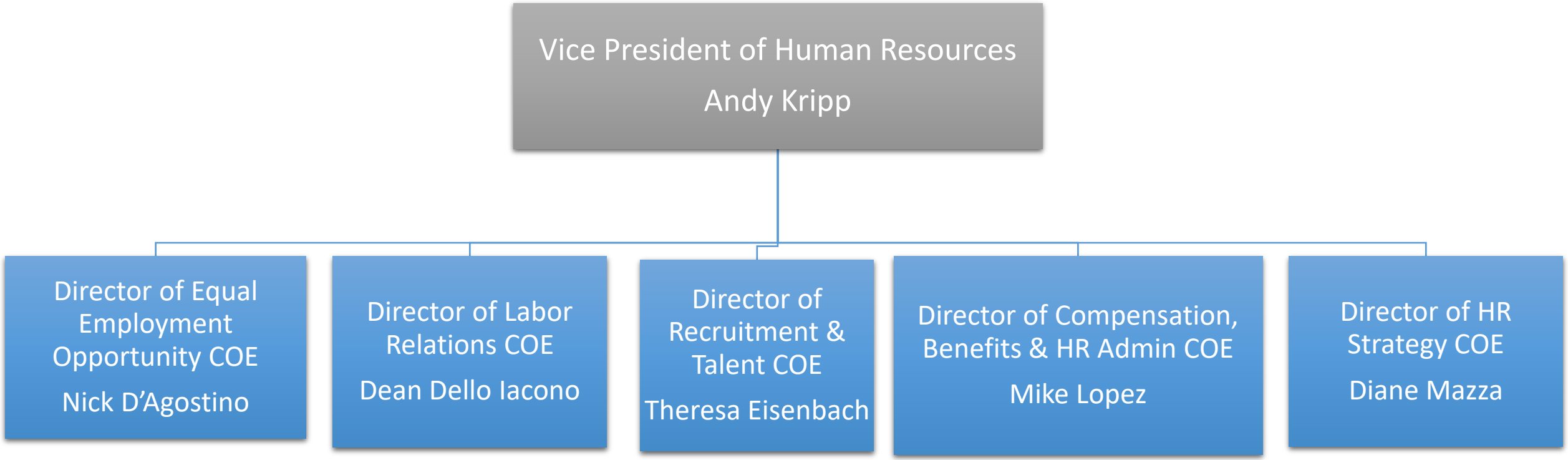
HR Shared Services
HR-Admin Committee Update
October 6, 2021

CSCU Connecticut State Colleges & Universities

HR Shared Services



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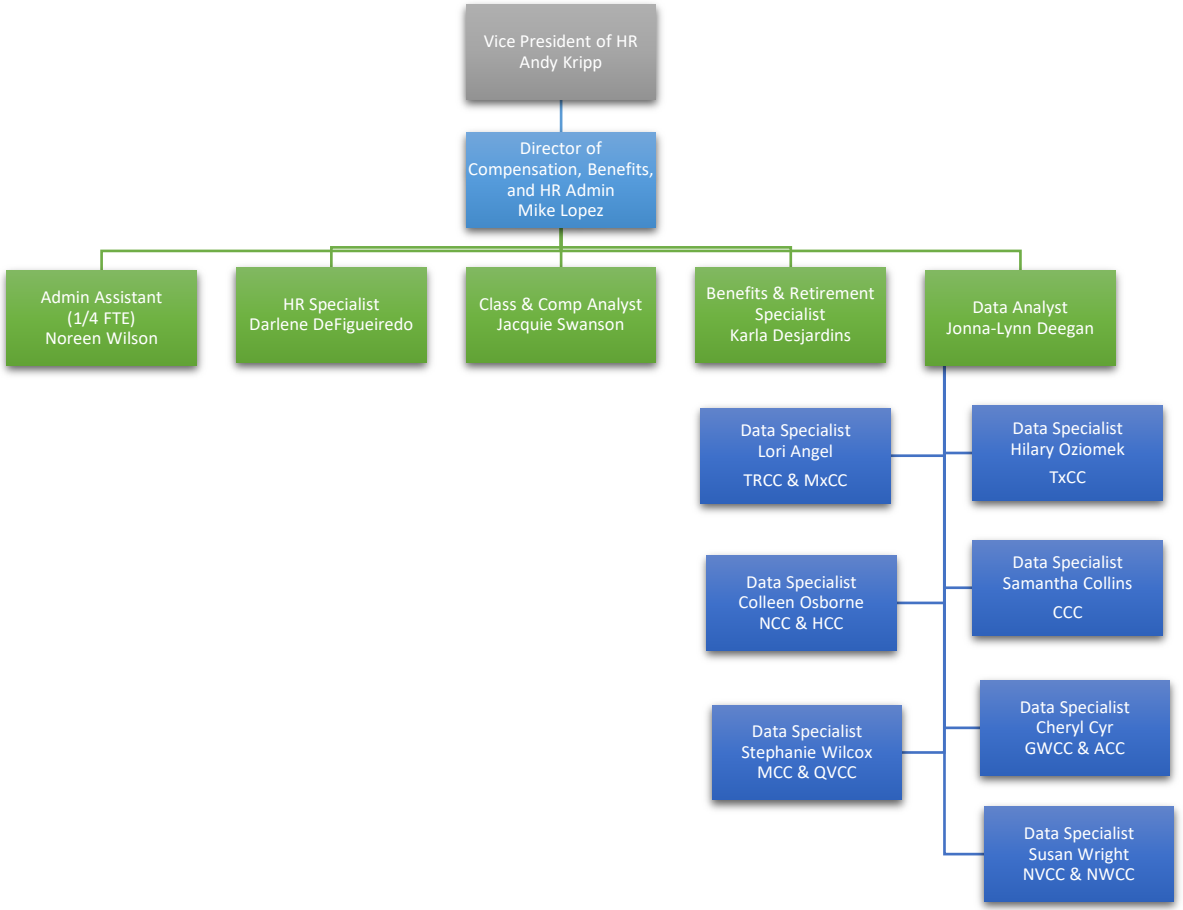
HR Shared Services Compensation, Benefits, & HR Admin Center of Excellence



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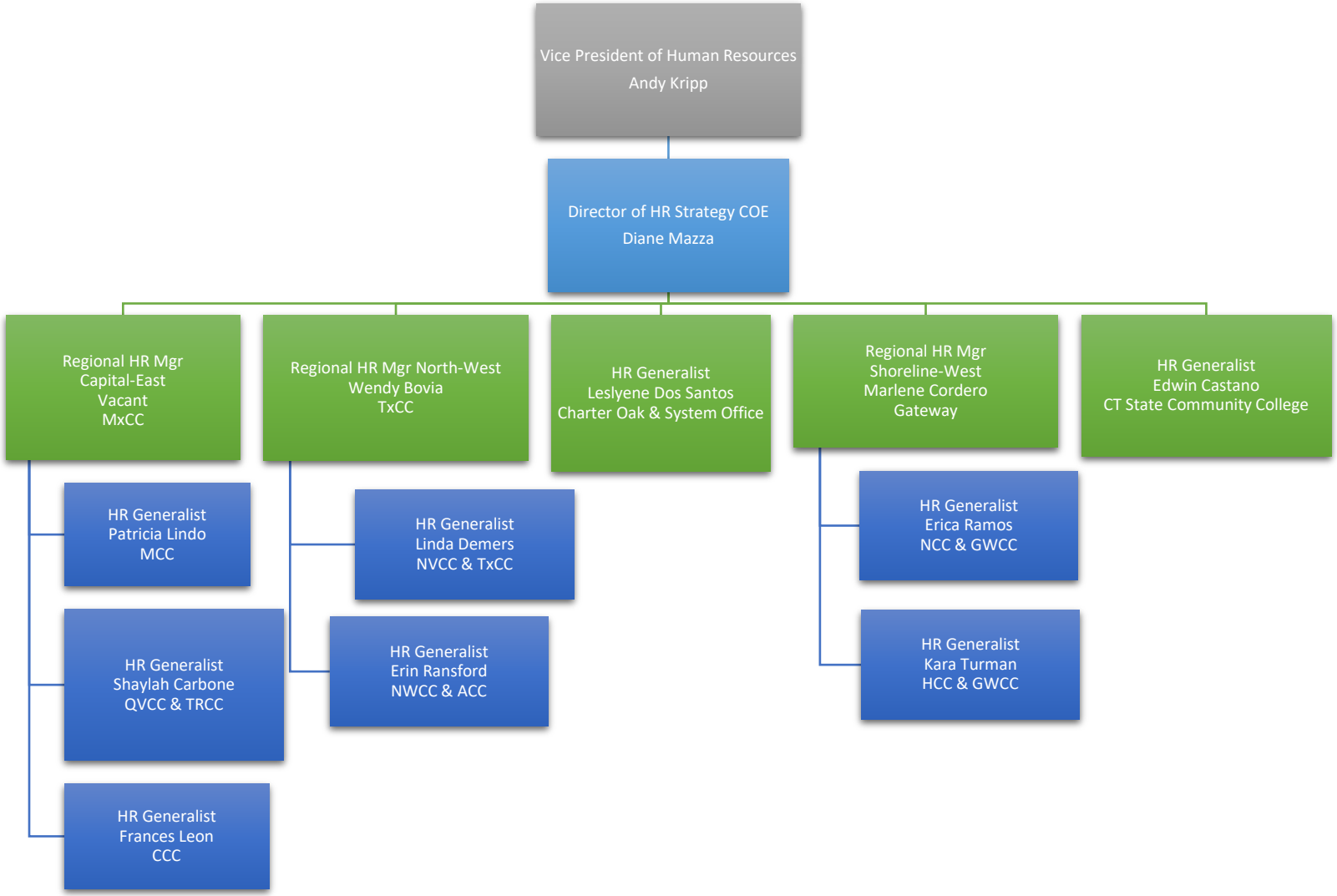
HR Shared Services HR Strategy Center of Excellence



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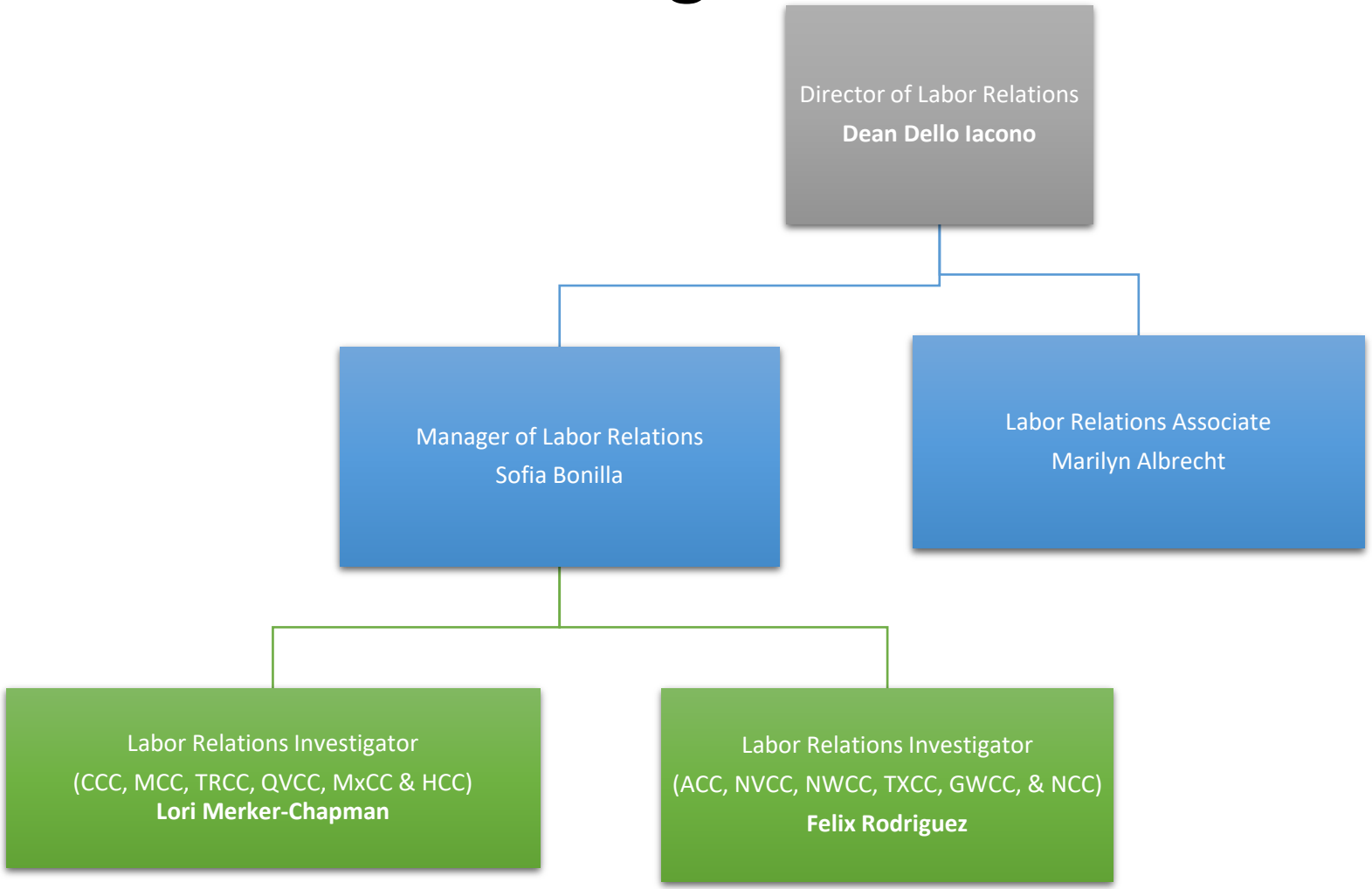
Labor Relations COE Organizational Chart



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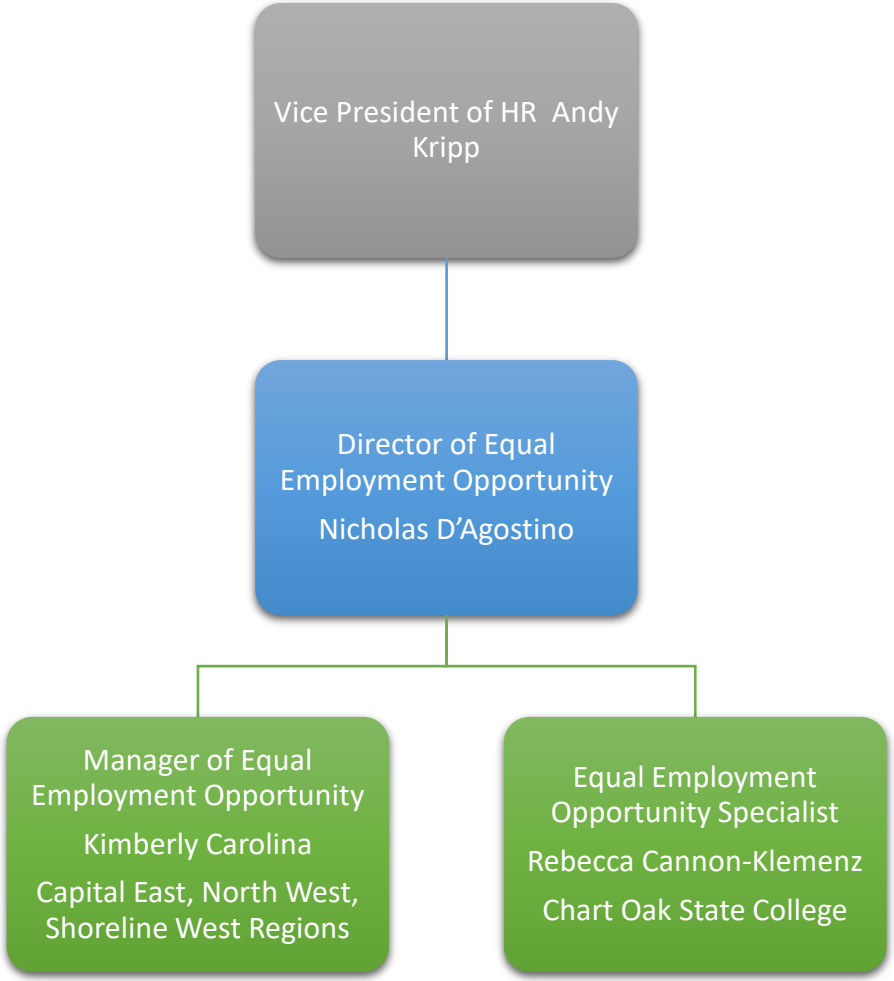
HR Shared Services Equal Employment Opportunity Center of Excellence



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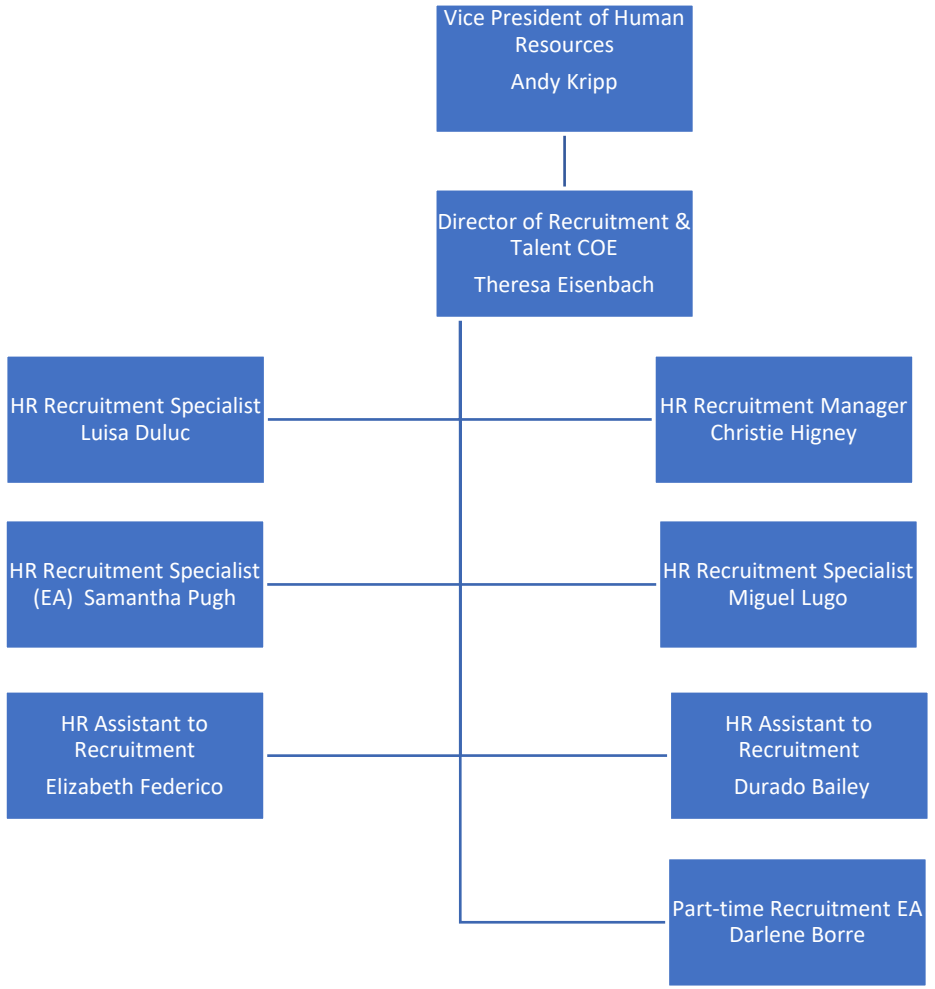
HR Shared Services Recruitment & Talent Center of Excellence



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HRSS COE's Shared Services update

- The HRSS staff is fully aligned to the five Centers of Excellence (COE) and managing both existing college and CT State operating modes.
  - HRSS is now supporting the existing 12 College, Charter Oak State College & System Office organizations along with the evolving CT State structure.
  - Payroll has shifted over to shared services under Finance. HRSS continues to support payroll issues as needed and appropriate.
  - HRSS staff has been augmented, especially in the Recruitment COE, to manage growth of the student advising staff for alignment with student/advisor ratio best practices for the CT State Community College.

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HRSS Communication Roll Out

- We have shared and confirmed with the Regional Presidents and CEOs the Service Level Agreements HRSS will operate under.
- We created and launched the HRSS website portal https://www.ct.edu/hr
- Broad email communications to employees regarding HRSS model and portal.
- Campus HR Shared Services town hall meetings conducted by the HR Strategy Team.

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HRSS Continuous Improvement Process

- We initiated our feedback/satisfaction survey and continuous improvement process with the CEOs in Nov 2020.
- Goal was to identify areas of needed improvement and get an assessment of satisfaction with HRSS.
- Held regional meetings with CEOs and Regional Presidents in Dec 2020 to review survey and seek additional clarification.
- The feedback was assessed by the HRSS team and Action Plans were prepared for each COE and shared with Regional Presidents and CEOs in January.
- HRSS will continue this process quarterly for at least the next year to identify areas of needed improvement and to implement changes and measure impact. At the end of this period, HRSS will review frequency of surveys.

Mandated Training Compliance

Nicholas D’Agostino, Director of Equal Employment Opportunity

Date: October 6, 2021

Introduction:

- Mandated Training
- Current Status
- Compliance Challenges
- Next Steps

Mandated Training Compliance - Overview

Training:	Mandating Body	Mandate	Employee Status Required	Modality of Training (e.g., online)
Ethics 101	State	Annual	All employees	Online
Sexual Harassment Prevention*	State	Once per 10 yrs.	All employees	Online
Diversity in the Workplace	State	Once in career	Employees 20+ hours/week	In-person
Workplace Violence Prevention	State	Once in career	All full-time employees	Online
Title IX /Cleary Act	BOR	Annual	All employees	Online
IT Training	BOR	Annual	All employees	Online
FERPA**	BOR	Once in career	All employees	Online
GLBA (Gramm-Leach-Bliley Act)**	BOR	Once in career	All employees	Online

Compliance trainings are expected to be initially completed within 6 months of initial appointment and then according to the training mandate.

*New mandate that this training now applies to all employees and not just supervisor employees. Training compliance mandate that all employees receive training within 6 months, and all current employees need to complete this training as of 10/1/2018.

**Required for identified employees specific to discipline (e.g., student records, financial departments).

Mandated Training Compliance Gaps (in number of employees):

Training:	CCSU	ECSU	SCSU	WCSU	CSCU	COSC	CSCC	Total
Workforce Full-Time	894	564	962	525	231	66	1889	5131
Workforce Part-time	475	331	662	502	018	178	2715	4881
Total Workforce	1369	895	1624	1027	249	244	4604	10012
Ethics 101	1173	886	1043	241	236	167	4411	8157
Sexual Harassment Prevention	487	534	576	40	73	>10	754	2679
Diversity in the Workplace	200	TBD	154	34	TBD	TBD	TBD	TBD (<500)
Workplace Violence Prevention	TBD	798	>50	61	246	240	4428	>6000
Title IX /Cleary Act	247	877	>50	403	247	241	4528	6962
IT Training	784	828	1435	756	67	165	3391	7426
FERPA	>50	>50	>50	>75	>50	>50	>50	TBD
GLBA	>50	>50	>50	>50	>50	>50	>50	TBD

Compliance Challenges:

- **Diversity training** records have historically been paper sign in sheets and reporting in the Affirmative Action Plans.
- **Sexual Harassment Prevention** is now required for all current employees who have not completed this training since 10/1/2018 must complete this training.

Next Steps:

Actions to move us towards full compliance:

- Develop and implement a **catch-up strategy** for all current employees to move the CSCU/CSCC into full training compliance by February 1, 2022.
- Develop **on-boarding process** for all new appointments that includes completion of all mandated training compliance within the first week of appointment February 1, 2022.
- We are currently looking into expanding the NEOGOV contract to support training compliance.

Questions, comments and concerns?