



# Board of Regents

Special Meeting of the  
Human Resources and Administration Committee  
Tuesday, May 9, 2023 @ 11:00 a.m.  
Conducted Via Remote Participation

## Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Holly Howery, Chair	Yes
Richard J. Balducci	Arrived at 11:08
Sophia Jappinen	Yes
Elise E. Wright	Yes

### CSCU STAFF PRESENT:

Ben Barnes, Chief Financial Officer  
Natalie Wagner, Deputy CFO, AVP of Administration  
Diane Mazza, Vice President of HR Strategy  
Pam Heleen, Secretary of the Board (recorder)

### 1. CALL TO ORDER

With a quorum present, Chair Howery called the meeting to order at 11:05 a.m. and welcomed the presenters who joined the meeting.

### 2. APPROVAL OF MAY 10, 2022 MEETING MINUTES

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

### 3. DISCUSSION ITEM

#### A. HR Shared Services Update

CFO Barnes introduced the discussion. HR Shared Services has been doing a lot of work to address the “growing pains” of the last year and would like to get guidance from the Committee as to what their priorities are.

The HR Shared Services presentation is included as Attachment A. Diane Mazza walked the Committee through the document.

- Chair Howery asked if the search is currently underway/posted for the Interim Director of Payroll. Diane Mazza responded that they have hired someone on a temporary basis. Once the Payroll/HR Data Shared Services merger is up and running, the position will be posted.
- Chair Howery asked when the website and the customer service payroll unit will be available. Diane Mazza responded that she expects to have something up and running in the next two to three months.

- Regent Howery asked if there will be a common number for employees (so they can call just one number). Diane Mazza said that it is more a question of the types of issues that come in and ensuring that they are responded to promptly.
- Regent Balducci asked if these improvements will save any money. The hope is that it will by avoiding issues with overpayments or missed payments. Regent Wright stated that it would be worthwhile to quantify the projected savings. CFO Barnes stated that he didn't want to create the expectation that money would be saved in the short run. Eliminating inconsistent processing and errors will be goals in the short-term. Chair Howery asked if the new Interim Director of Payroll will handle all the standardization of the process. CFO Barnes indicated that the person would be handling it.
- Regent Balducci asked for more detail concerning how this merger of functions would become safer/more secure. CFO Barnes explained that a segregation of duties will be maintained. An independent auditing function will provide the ability to identify errors.
- Regent Wright asked why the payroll staff who is working remotely will be asked to return on site... whether they can provide the same level of service regardless of location. Diane Mazza responded that the same level of service can be provided regardless of whether the employee is remote or on a campus. She states that there is a large number of employees back on campus who want to walk down the hall and discuss their payroll issues in person. CFO Barnes agreed with Regent Wright that the approach to provide in-person service and remote service may not seem rational. There have been direct requests from both employees and leadership at CT State to have a greater in-person presence for Payroll Services. Regent Wright focused on the difference between greater access and greater service and the importance of managing the expectations. CFO Barnes stated that he hoped that, over time, concerns about dealing with people online and the quality of the services will resolve themselves with attention to service. Regent Balducci reinforced the benefits of face-to-face communication.
- Chair Howery asked if the ServiceNow application will eventually be used to track payroll questions. Diane Mazza confirmed that that is the plan. The ServiceNow application currently is used for IT support tickets and the progress of IT problem resolution, as well as the status of the "Request to Fill" forms. CFO Barnes stated that this will be rolled out to the System Office any day. It will be fully implemented at CT State over the summer.

#### 4. ADJOURNMENT

On a motion by Regent Balducci, seconded by Regent Wright, the meeting adjourned at 11:44 a.m.



## **Human Resources Shared Services (HRSS) Update May 2023**

### **Organizational Changes within the HRSS Structure**

Payroll Shared Services will now report through HRSS. Currently payroll is reporting through Business Services. Recent hire of Director of Payroll will manage and direct all aspects of Payroll and ensure compliance with all laws, regulations, and collective bargaining agreements. This new model will assist the Payroll and HR staff to improve the quality of services that we provide to employees, more fully collaborate on all pay transactions and will allow the team to implement changes for improvement.

Overview of highlights and actions that will be implemented in the coming months:

- Merge the Payroll and HR Data Shared Services for more efficient processing and further collaborations with the two teams. The HR Data Analyst and Data Specialists will report through the Director of Payroll.
- Create an auditing unit to conduct frequent audits on all payments to employees
- Create a website for payroll to allow for dissemination of payroll information
- Create a customer service payroll unit to respond to inquiries and to monitor and evaluate the effectiveness of the new structure
- Staff currently working remotely – will require payroll staff to have a presence on campus to answer employee inquiries
- Working towards a centralized onboarding unit as currently there is some overlap with payroll and HR
- Hired two new payroll staff to assist with the transition and workflow

### **New Employee Orientation/Onboarding**

Implemented a new employee orientation/onboarding for full time employees. We collaborate with offices across the system to introduce new employees to the multifaceted aspects of CSCU. It affords new employees the opportunity to learn all that CSCU has to offer for benefits and services. It also includes a two-hour diversity training. It promotes communication and engages employees in the early part of employment.

Currently completed and ready to roll out a similar process for Part time lectures (PTL) and Non-credit lecturers (NCL) which will assist in expediting paperwork for this employee population. Working with the CT State Marketing team to create a video with most information that we use for FT staff but a modified version. As we hire hundreds of PTL's and NCL's per semester, this video will expedite the process and inform employees about what we have to offer for benefits and services.

### **Recruitment and Talent Acquisition**

Recruitment team - added an additional Recruitment Manager to assist in more oversight for the hiring process. Revised policies to reduce some burdensome steps in the process which has resulted in improvement in timeframe for searches.

### **ServiceNow IT Service Management application**

HRSS is utilizing ServiceNow IT Service Management application to build out forms for automation through a workflow process. HR collaborated with IT to configure a workflow for our request to fill form. Employees are able to go into ServiceNow application and complete the form and request a position for refill and it will take it through a workflow. Training will be provided in the next few weeks. There is a need for the automation of various HR workflows and processes, and we hope to work with IT to add more forms to this process for ease of use and convenience to employees.