



# Board of Regents

Human Resources and Administration Committee  
Tuesday, May 10, 2022 @ 11:00 a.m.  
Conducted Via Remote Participation

## Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Holly Howery, Chair	Yes
Richard J. Balducci	No
Elease E. Wright	Yes
JoAnn Ryan	Yes

### CSCU STAFF PRESENT:

Alice Pritchard, Chief of Staff  
 Ben Barnes, Chief Financial Officer  
 Ernestine Weaver, General Counsel  
 Mike Lopez, Director of Compensation, Benefits & HR Administration  
 Diane Mazza, Director of HR Strategy  
 Pam Heleen, Assistant Secretary of the Board (recorder)

### 1. CALL TO ORDER

With a quorum present, Chair Howery called the meeting to order at 11:04 a.m. and welcomed the presenters who joined the meeting.

### 2. APPROVAL OF OCTOBER 6, 2021 MEETING MINUTES

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

### 3. DISCUSSION ITEMS

#### A. HR Shared Services Update

CFO Barnes provided the following updates:

- Much of the work of HR Shared Services is driven by the community college system. The Tentative Agreements ratified by the General Assembly contain unique provisions which will affect how HR services are administered over the next 6 - 12 months.
- Limited job security provisions are included in the new 4Cs, AFT, and AFSCME agreements. The provision requires that actual job security is provided for any who may be separated and has tenure. Of the administrative employees within 4Cs, about 25% of them have tenure and have the greatest longevity. It is extremely unlikely that any of these senior administrators would be identified for separation.

- For those community college professionals in the 4Cs bargaining unit who do not have tenure, we are required to make every effort to provide them with continued employment under the reorganization. We can directly place the affected individuals. CT DAS has agreed to take up to 25 individuals into state administrative positions who end up being separated from our administrative services.
- Coupled with the open positions currently available and the anticipated retirements, these options will allow us to preserve employment for most of our employees who wish to continue employment.
- Every other week there is a meeting scheduled with 4Cs and AFT to begin putting this into practice. HR is currently trying to negotiate an MOU with the bargaining units that describes the process by which they will undertake the impact bargaining, including:
  - the rules regarding red circling (salary impact for employees moving to higher paying, lower level, and same grade positions)
  - reorganization discussions regarding financial aid, marketing, registrar, admissions, and student recruitment. Lists of people impacted by the reorganization would be provided to the bargaining unit, the proposed position the people would be moved into. HR would then work through all the issues on each individual case.
- This work has an impact on HR in two different ways:
  - HR will need to staff that process to carry out all the activities produced by each move. Regent Howery asked how many employees will be affected; CFO Barnes indicated that about 500 employees would be impacted.
  - A lot of positions that we would normally search for will not have an associated search because current, qualified 4Cs employees might be eligible for those positions. As a result, several open searches have been paused anticipating internal candidates.
  - These activities will significantly reduce the number of recruitments over the next 6 months; however, labor markets will continue to be a challenge.

Diane Mazza outlined changes to HR Shared Services processes made over the last 6 months based on service quality feedback:

- Enhancements to new employee orientation have been made. An one-day, in-person workshop with more focus on benefits, employee resources, the CSCU mission and vision, introduction of the leadership team, and diversity training has been rolled out.
- New employees are now able to use scan optics, a secure online system for onboarding documents has been rolled out over the last year, allowing new employees to complete and upload their HR benefits forms.
- HR Shared Services will be reviewing staffing levels to determine what the appropriate workloads are to improve recruitment efforts. In addition, recruitment processes will be reviewed to outline how to expedite searches (i.e., using enhanced functions in JazzHR). Training will be provided to the hiring managers and search committees.
- Recruitment improvements include finding different avenues for posting jobs to solicit qualified candidates.
- Two additional HR Generalists will be hired so that there will be more presence on campuses.
- 126 retirements have been processed to date; approx. 163 more are pending for June and July. Vacancies will be reviewed to determine how the jobs fit into the new consolidated structure and whether individuals can be moved into those positions via impact bargaining.

Regent Wright asked what jobs are most difficult to fill. Diane Mazza noted that labor relations investigators and HR generalists. Ben Barnes added that qualified facilities project managers are difficult to find. Regent Wright asked if any research has been done to determine why HR is not seeing the candidates; is there a game plan to get them? Competition in the state is a factor.

Regent Howery asked if the 300 retirements is an expected number. Diane Mazza responded that projections were higher. Mike Lopez indicated that they thought it could be as high as 700. Ben Barnes noted that one of the consequences of the retirement “bubble” is that some of the state agencies that HR relies on to process retirements are also stressed by their own retirement “bubble.”

**B. Preview of Changes to HR Policies for M/C Employees**

Mike Lopez presented the update (Attachment A).

**4. ADJOURNMENT**

On a motion by Regent Wright, seconded by Regent Ryan, the meeting adjourned at 11:49 a.m.



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Attachment A

# Changes to HR policies for Management/Confidential (M/C) employees

*Preview for BOR Human Resources and Administration Committee*

*May 10, 2022*



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## Reasons for Revisions

- New state and federal laws
- Organizational changes in leadership structure
- Technical updates
- Alignment to updated practices



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## Article 5 : Appointments

- Clarifies hiring of M/C leadership and other employees
  - BOR appoints the CSCU President
  - CSCU president appoints the 6 institution presidents
  - CSCU president appoints M/C employees of system office
  - Institution presidents appoint M/C campus employees
- Updates benefits of emeritus status
- Adds status of Senior Advisor Fellow in final year of service



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## Article 7: Vacations, Holidays, Comp Time Off, and Leaves of Absences

- Eliminates specific required annual use of vacation days
- Adds new language in compliance with FMLA rules
- Updates language on comp time
- Updates language on inclement weather to incorporate new telework arrangements
- Adds administrative leave provisions



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## Article 8: Non-continuation, Discipline, Reprimand, Suspension, and Termination

- Clarifies process for non-continuation
  - BOR authority to non-continue CSCU President
  - CSCU President's authority for institutional leaders and M/C system office employees
  - Institution leaders for campus M/C employees
- Clarifies process for discipline and appeals of discipline