Meeting Minutes

<table>
<thead>
<tr>
<th>HR/ADMIN COMMITTEE MEMBERS</th>
<th>PARTICIPATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holly Howery, Chair</td>
<td>Yes</td>
</tr>
<tr>
<td>Richard J. Balducci</td>
<td>Yes</td>
</tr>
<tr>
<td>David Jimenez</td>
<td>No</td>
</tr>
<tr>
<td>Elease E. Wright</td>
<td>Yes</td>
</tr>
<tr>
<td>JoAnn Ryan</td>
<td>Yes (arrived at 1:06)</td>
</tr>
</tbody>
</table>

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. Training & Compliance Update

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.
Telecommuting Policy for M/C Professional Employees
BOR HR-Admin Committee Update
October 6, 2021
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.
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.
HR Shared Services
HR-Admin Committee Update
October 6, 2021
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.
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.
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

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

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):

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