



RUTGERS

UNIVERSITY HUMAN RESOURCES

Bi-Monthly HR Liaison Meeting

June 12, 2023



Agenda

- Welcome and Opening Remarks
- HR/Payroll Transformation Initiative (HCM Cloud) Update
- New Salary In-Grade/Range and Acting Appointment Forms
- Temporary Staffing Update
- Immunization Requirements Update
- Hiring with Contingency for Qualifications
- New UHR Resources Coming Soon
- OneRED HILP Announcement
- Q&A

HR/Payroll Transformation Initiative

Daisy Maxwell, Acting
Director of HRIS/HRIT



Project Scope

- This initiative is designed to improve, modernize, and transform the university's Human Resources and Payroll business processes to standardize practices, streamline service delivery, and improve collaboration across the university
- For our teams, this means that we will ultimately move away from ROCS and PeopleSoft and into one integrated Oracle HCM Cloud platform
- Upon initial rollout, HCM Cloud will impact the way we onboard new employees and process personnel transactions
- Additional system functionality will be phased in over time giving our teams access to better and more integrated data and a one-stop-shop for position management, postings, recruitment, onboarding, performance management, and much more

Estimated Timeline

Sierra-Cedar, the consultant overseeing this project, will lead Business Process Review (BPR) sessions via Teams

- **April 2023:** System BPR sessions to understand technical needs begin
- **June 2023:** Functional BPR sessions and campus engagement to understand current processes, pain points, and areas for improvement begin
- **July 2024:** Parallel payroll testing to begin
- **November 2024:** End-user training (including HR Liaisons) to begin
- **January 2025:** Phase one completion and go live



Executive Committee

| Name | Title |
|-------------------------|--|
| Michael Gower | Executive Vice President and Chief Financial Officer |
| Michele Norin | Senior Vice President and Chief Information Officer |
| Vivian Fernandez | Senior Vice President, University Human Resources |
| Christy Dolce | University Controller |
| Kim O'Halloran | Vice President, Academic Planning and Administration |
| Antonio Calcado | Executive Vice President and Chief Operating Officer |
| Michael Zwick | Senior Vice President, Research |
| Andrea Conklin Bueschel | Senior Vice President, Chief of Staff |
| John Fahey | AVP Finance and Administration, PMO Executive |
| Ellen Law | AVP OIT Enterprise Application Services |

Steering Committee

| Name | Title |
|-----------------|--|
| John Fahey | AVP Finance and Administration, PMO Executive |
| Ellen Law | AVP OIT Enterprise Application Services |
| Henry Velez | Vice President, IP&O |
| Jose Roman | Vice President, Research Administration |
| Rachael Honig | Vice President, Chief University Compliance Officer |
| Melissa Marrero | Acting Assistant Vice President, HR Administration |
| David Moore | AVP, University Budget Office |
| Richard Novak | Vice President, DOCS |
| Nayland Smith | Interim Vice Chancellor for Finance New Brunswick |
| Kathy Bramwell | Senior Vice Chancellor for Finance and Administration, RBHS |
| Bob McKee | Senior Vice Chancellor for Finance and Administration, Camden |
| Amber Randolph | Sr. Vice Chancellor for Admin & Economic Dev't and CFO RU-Newark |

UHR BPR Session Representatives

| Name | Department | Primary Area of Focus |
|----------------------|------------|--|
| Daisy Maxwell | HRIS/HRIT | All Systems and Data Administration |
| Mary Markulic | HRIS/HRIT | All Systems and Data Administration |
| Rita Evans-Walker | HRIS/HRIT | Payroll, Time and Labor, Data Administration |
| Karinne Bachonski | HRIS/HRIT | ACA Management, Open Enrollment, Retirement, Benefits, Data Administration |
| Vickie Robeson | OEE | Office of Employment Equity review and accommodations |
| Jenny Koszulinski | OTD | Professional Development and Performance Mgmt |
| Nicole Liverani Kane | OTD | Professional Development and Program Mgmt |
| Teri Hyatt | OTD | Performance Management |
| Lorraine Meltzer | Benefits | Benefits Administration |
| Elizabeth Garcia | Benefits | Benefits Administration |
| Tammy Khaleque | OneSource | Leaves and Benefits Administration |

UHR BPR Session Representatives

| Name | Department | Primary Area of Focus |
|----------------------|---------------------------|--|
| Patricia Quinn | OneSource | Health, Wellness, Retirement, ACA, Open Enrollment |
| Danielle Gault | OneSource | ServiceNow Strategy |
| Gail Van Derveer | OneSource | Retirement Program Administration |
| Jeff Husted | OneSource | Retirement Program Administration |
| Barbara Crimmins | OneSource | Benefits Administration |
| Karla Marie Anderson | Human Capital Management | Payroll, Time and Labor, HCM Onboarding, Data Administration |
| Donna Louis | Business Partner Services | Workforce Planning, Organizational Design, Job Catalog and Framework, Compensation, Time and Labor |
| Kevin Jones | BPS HR Consulting | Workforce Planning, Organizational Design, Job Catalog and Framework, Compensation, Time and Labor |

UHR BPR Session Representatives

| Name | Department | Primary Area(s) of Focus |
|---------------|--------------------|--|
| Ryan Holcombe | Talent Acquisition | Workforce Planning, Talent Acquisition, Recruitment, Onboarding, Visa Administration |
| Marie McGraw | Compensation | Compensation, Job Catalog and Framework |
| Shelise Doyle | Compensation | Compensation, Job Catalog and Framework |

Questions

Please
use the
chat box
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New Salary In-Grade/ Range and Acting Appointment Forms

Donna Louis, Director
Business Partner Services

Name (Print) _____

Signature _____

Date _____

Acting Appointment Request

In addition to completing the below in its entirety, please submit a current CARF/job description for the acting position and the employee's current resume with your request. Refer to the following [UHR policies](#) and [union agreement](#) for guidance.

1. [Policy 60.4.7 - Acting Appointment](#) - Administrative and Managerial, Professional, Supervisory, Confidential (MPSC) Staff
2. [URA-AFT Negotiations Agreement](#) - Article 39 (V) - Salary Adjustments
3. [AFSCME Local 1761 \(COLT\) Agreement](#) - Article 24 –Acting Capacity

Employee's Current Information

Employee Name: _____ Employee ID #: _____
 Job Title: _____ Department: _____
 Grade/Range: _____ Supervisor: _____

Requestor's Information

Requestor's Name: _____ Job Title: _____
 Phone Number: _____ Email Address: _____

Acting Appointment Details

Position Appointment Temporary Assignment
 Acting Position Title: _____

| | | |
|---------------------------------|---------------------------------------|------------------------------|
| Current Annual Salary: \$ _____ | Requested New Salary Amount: \$ _____ | Percentage Increase: _____ % |
|---------------------------------|---------------------------------------|------------------------------|

The above-named employee will be temporarily appointed to perform the responsibilities in the vacant position which is/was held by:

Previous Incumbent's Name: _____
 Job Title: _____ Grade/Range: _____
 Acting Start Date: _____ Acting End Date: _____

Reason for the Acting Appointment:

Summary of Major Responsibilities to be Performed during Acting Appointment:

Request for _____

Account Charging Instructions (GL/RRC): _____

Signatures

This request should be submitted to University Human Resources with appropriate concurrent signatures. The requestor named on this form will receive a notification, with all attachments, when this request is completed.

Requestor

Name: _____
 Signature: _____ Date: _____

Supervisor

Name: _____
 Signature: _____ Date: _____

Chair/Department Head

Name: _____
 Signature: _____ Date: _____

Acknowledgement: If the requested personnel transaction is approved by all parties, and will be processed by UHR, the employee will receive a copy for acknowledgement.

Employee in Acting Appointment

Name: _____
 Signature: _____ Date: _____

FOR INTERNAL UHR PURPOSES ONLY:

UHR Representative

Name: _____
 Signature: _____ Date: _____

Current range/step _____ Biweekly pay _____
 Adjusted range/step _____ Biweekly pay _____
 Date processed _____ Follow-up date _____

UHR Notes:

Salary In-Range/Grade Adjustment Request
 Managerial, Professional, Supervisory & Confidential Staff¹ (MPSC)
 and Administrative Staff² (URA-AFT)

All requests for in-grade salary adjustments require concurrence by the supervisor, the department head, and the appropriate Vice President/Chancellor. Requests will be submitted to University Human Resources to determine if the additional responsibilities added to the position are appropriate within the current grade. In addition to completing the below in its entirety, please submit a current CARF/job description, proposed CARF/job description highlighting the new and/or removed responsibilities of the position, an updated organizational chart, and the employee's current resume with your request. Refer to the following [UHR policies](#) and [union agreement](#) for guidance.

1. [Policy 60.4.10 \(V\) - Salary Adjustments](#) for Managerial, Professional, Supervisory and Confidential Staff
2. [URA-AFT Negotiations Agreement](#) - Article 39 (V) - Salary Adjustments
3. [AFSCME Local 1761 \(COLT\) Agreement](#) - Article 20 – Salary

Employee's Current Information

Employee Name: _____ Employee ID #: _____
 Job Title: _____ Department: _____
 Grade/Range: _____ Supervisor: _____

Requestor's Information

Requestor's Name: _____ Job Title: _____
 Phone Number: _____ Email Address: _____
 Supervisor: _____ Supervisor's Title: _____

Request Details

Additional Duties Lateral transfer to new position Counteroffer Equity

| | | | | | |
|------------------------|----------|------------------------------|----------|----------------------|---------|
| Current Annual Salary: | \$ _____ | Requested New Salary Amount: | \$ _____ | Percentage Increase: | _____ % |
|------------------------|----------|------------------------------|----------|----------------------|---------|

To ensure internal equity, all requests for salary considerations must include an assessment of current employees in similar roles within your department/unit. Have you completed this assessment and confirmed that this request will not result in internal equity concerns? Yes No N/A

Rationale for Salary In-Range/Grade/Equity Adjustment

Please provide a detailed description of the significant changes within the role, including but not limited to, the major duties that are being added or removed, the scope of responsibility, the complexity of the job functions, the level of autonomous decision making, the service population, propose possible comparators and any other details that may aid in the analysis. If duties are being added, indicate who previously performed these functions within your organization and if that position is also changing. If duties are being removed, indicate who will perform these functions going forward. Including these details will expedite processing times.

Request for _____

Rationale for Salary In-Range/Grade/Equity Adjustment (continued)

Attach additional pages if necessary.

Account Charging Instructions (GL/RRC): _____

Request for _____

Justification for Policy Exception Request (if applicable)

Signatures

This request should be submitted to University Human Resources with appropriate concurrent signatures. The requestor named on this form will receive a notification, with all attachments, when this request is completed.

Requestor

Name: _____

Signature: _____ Date: _____

Supervisor

Name: _____

Signature: _____ Date: _____

Chair/Department Head

Name: _____

Signature: _____ Date: _____

Vice President/Chancellor

Name: _____

Signature: _____ Date: _____

FOR INTERNAL UHR PURPOSES ONLY:

UHR Representative

Name: _____

Signature: _____ Date: _____

Current range/step _____ Biweekly pay _____

Adjusted range/step _____ Biweekly pay _____

Date processed _____ Follow-up date _____

Questions

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Update on Temporary Staffing, Immunization Requirements, and Hiring with Contingency Qualifications

Ryan Holcombe, Director
Talent Acquisition

What Are Contingent Workers?

- Contingent workers address temporary staffing challenges.
- Distinct from Class 3 and 4 short-term temporary appointments, 1099 independent contractors, and other service solutions.
- Contingent workers are **not** employed by or contracted with the University. Departments do not hire contingent workers.
- Suppliers (temporary staffing agencies) recruit and hire or retain contingent workers capable and available to perform the work.
- Suppliers perform the pre-employment screenings, process payment to contingent workers, and are responsible for any taxes and benefits.

Benefits of Contingent Workers



- Interview and select candidates.
- May convert to Rutgers employees.
- May receive credit upon removal of unsatisfactory contingent workers.
- Contingent workers may be granted access to University systems similar to employees.
- Suppliers have an established network of employees and prospective candidates.

Benefits of RFP



Contract Standardization

Measured Service Level for all Suppliers
Response Time Report Out
Onboarding Compliance
SOW (Standardized Statement of Work)



Flexibility

Selection Increase from 16 to 30 Suppliers
Additional Choices within the Categories
NO More Rate Cards



Diversity Initiative

Selection Increased from 1 to 9 Suppliers



Compliance

Reduction of Bid Waivers
Supplier Score Cards

New UHR Policy

- Four permissible reasons for use:
 - Leaves of absence
 - Vacations
 - Temporary coverage for vacant regularly appointed positions during recruitment efforts
 - Temporary increase in workload
- Contingent worker use must not delay or in any way hinder filling vacant regularly appointed positions.
- Consultation with and agreement from OULR for temporary coverage for vacant regularly appointed, aligned positions.*
- One year limit to contingent worker assignments.

**Details pending review and future discussion*

Temporary Staffing Approver

- Reviews the request's justification details and department's demonstration of and plans for continued reasonable efforts ensuring the temporary nature of contingent workers.
- Certifies requests are in compliance with University policy and contingent worker use is and will continue to be temporary in nature.
- Ensures the completed request form and corresponding SOW are attached in the RU Marketplace requisition.

(Interim) Process Overview

- The department completes the Temporary Staffing / Contingent Worker Request Form, and it is approved by the designated Temporary Staffing Approver for your department or division.
- Departments contact suppliers and suppliers compete to provide the best candidates and pricing.
- Supplier provides SOW (may be before or after contingent worker is identified depending on nature of the need).
- Supplier provides attestation form for screening each healthcare related contingent worker.
- Department initiates requisition in RU Marketplace.
- **POs will need to be monitored on an ongoing basis to ensure sufficient funds.**

Planned Process Changes

- Procurement procedures to ensure competitive pricing
 - Contact 2+ suppliers for spend between \$10K to \$150K
 - Contact 3+ suppliers for spend greater than \$150K
- Business reviews
 - Quarterly reports of all temporary staffs, indicating the term end date, PO number and any other pertinent details, send to HR and respective business lead
- P2P Internal compliance
 - Open PO life cycle report to identify underfunded PO's

How to Use Contingent Workers

- Departments communicate to suppliers where, when, and what work needs to be performed as well as any changes.
- Departments may provide training to contingent workers that is specific to the work at the University or that the University is required to provide to comply with legal requirements.
- Departments monitor productivity and may correct work.
- Departments generally do not train on how to perform the work.
- Departments report performance feedback to the supplier.
- Suppliers manage contingent workers' professional development.
- Departments generally do not maintain records about the performance of individual contingent workers except in specific circumstances.

Role of Suppliers

- Suppliers confirm who will perform the work in the SOW.
- SOWs describe the work, but there are no deliverables in the SOW.
- SOWs are not countersigned.
- Master Services Agreements are with the supplier.
- Suppliers invoice the University for hours worked.
- Departments refer all personnel matters such as payroll issues, benefits, pay rate changes, or assignment changes to the supplier.



Ending Contingent Worker Assignments

- Departments do not terminate contingent workers but request their removal. Promptly remove IT access.
- Departments do not provide feedback directly to the contingent worker at the end of an assignment.
- If urgent, the department consults with the appropriate University department for assistance (e.g., RUPD).
- When contingent workers express interest in employment opportunities at the University, they are external candidates and follow the same processes as other external candidates.
- The supplier may be owed a fee for recruitment services if the contingent worker is hired for employment at Rutgers.

Implementation Plan



- Finalize policy
- Confirm Temporary Staffing Approvers
- Build process in RU Marketplace
- Host training for:
 - Temporary Staffing Approvers
 - HR Liaisons
 - End Users
 - Suppliers

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COVID-19 Immunization Workflow Updates

- COVID-19 is transitioning from pandemic to endemic.
- Rutgers follows the updated recommendations from the CDC.
- All employees are required to be vaccinated against COVID-19 unless granted a religious or medical exemption.
- COVID-19 immunization requirements no longer include a booster if the individual is **not** a Covered Individual as defined in Policy 100.3.1.
- Currently, an updated (bivalent) vaccine dose meets all requirements without a waiting period.
- Job posting and offer letter language are updated and new templates are available on Sakai.
- Determining compliance with immunization requirements is complex. Please refer detailed questions to the Employee Immunization Group at employee.vaccination@ipo.rutgers.edu.

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Hiring with Contingency for Qualifications

- New contingency language for postings and offer letters.
- Interview candidates who are in the process of obtaining the required minimum qualifications.
- Extend conditional offers contingent on meeting required minimum qualifications prior to the commencement of employment.
- Submit requests for postings using departmental comments in ROCS or upon review of the posting draft.
- Contact your UHR Talent Acquisition representative to request a customized offer letter template that matches the posting.

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A Sneak Peak at Several New UHR Resources

Melissa Marrero, Acting AVP
HR Administration

New Website Going Live 7/1

Why Work at Rutgers?

Joining the Rutgers team is more than a job. It's an opportunity. The university's total compensation model is designed to help our employees with their personal and professional growth and well-being.



Best in Class Benefits



Investment in Your Education

Tuition remission for employees and eligible dependents (varies by role and salary).



Flexible Work Arrangements

Arrangements that provide balance between your professional and personal life (varies by role).



Work/Life Balance

Generous paid time off to unwind and enjoy time away from work, includes vacation time, paid holidays, personal days, and administrative leave days.

UHR Portal Updates Going Live 7/1

How can we help you?



Find Answers

Search our Knowledge Base for helpful resources, answers to frequently asked questions, and how-to articles.



Request Service

Browse our Service Catalog to submit a personnel transaction or request support from a UHR team member.



Ask a Question

Submit a general HR or Payroll inquiry to our OneSource team.

Most Useful Articles

[How to Register for a MyNJ & Benefitsolver Account](#)

My Cases

General Inquiry case for SAVITHA PAMIDIGANTAM
HRC.0532368 • 10mo ago • Closed Complete

Announcements

No information available

Additional Resources

Current Employee Resources

Visit the UHR website to learn about the perks of being a Rutgers employee, how we support you and your family, promote work-life balance and more.

[Visit](#)

Management Resources

Visit our Management Resources website to access hiring and onboarding tools, performance management resources, take advantage of professional development opportunities and more.

[Visit](#)

HR Liaison Resource Library

Access resources including offer letters, job descriptions/CARFs, and other UHR training materials to help you support your units and departments

[View](#)

Income & Employment Verifications

Visit Experian Verify to obtain simple, secure and confidential verification fulfillment with unsurpassed data accuracy.

[Visit](#)

UHR Forms

Access commonly used forms for personnel transactions, accommodations, benefits, claims, CARFs, compassionate leave, performance appraisals, etc.

[View](#)

University Policy Library

Visit the university policy library to access a compilation of regulations and policies designed to enhance missions, strategic goals, and workplace culture at Rutgers, The State University of New Jersey

[Visit](#)

Rutgers Payroll Services

Payroll Services processes the time you work to earn your pay, remits your tax and other withholdings, issues your year-end W2 form, and more

[Visit](#)

NJ Division of Pension and Benefits

Visit the NJDPB website to access your pension and health benefits information, utilize Benefitsolver, and more.

[Learn More](#)

New HR Liaisons Resource Library Coming Soon

HR Liaisons Resource Library

University Human Resources is committed to your success as our HR-business partner. The resources and training materials on this website are designed to aid HR Liaisons in carrying out the responsibilities of their role as a personnel support function within their department or unit.

Only employees with HR responsibilities (e.g., hiring, onboarding, employee discipline, leave, payroll, terminations, grievances, employee relations, performance management, etc.) will have access to these materials. You will be asked to login with your NetID and password to confirm your access to these resources.

| | |
|--|---|
| Generic CARFs and Job Descriptions | ⊖ |
| Collective Negotiations Agreements | ⊖ |
| ROCS Access and Training Materials | ⊖ |
| Staff Salary Schedules | ⊖ |
| Offer Letter Templates | ⊖ |
| Guardian I-9 Access and Training Materials | ⊖ |
| HCM Access and Training Materials (for Preparers & Approvers) | ⊖ |
| Acting Appointments (for Temporary Assignment or Position Assignment) | ⊖ |
| Salary In-Range or Grade Requests (for Additional Duties, Lateral Transfer, Counteroffer, or Equity) | ⊖ |
| Reclassifications | ⊖ |
| Aligned Performance Management Tools | ⊖ |
| Non-Aligned Performance Management Tools | ⊖ |
| HR Liaison Meeting Presentations | ⊖ |
| Temporary Staffing Resources | ⊖ |
| Layoffs and Terminations | ⊖ |
| Your UHR Support Team | ⊖ |

Questions

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OneRED: High-Impact Leadership Program

The OneRED: High-Impact Leadership Program is a strategic growth opportunity for high performing, high potential Director level and above Rutgers staff leaders. Offered in partnership with University Human Resources, Division of Continuing Studies, and Institutional Planning & Operations, it is designed to create a network of leaders with a university-wide, “One Rutgers” perspective, who will play critical roles in shaping the future of the university.

OneRED High Impact Leadership Program

- Please be advised that we are still accepting nominations for the fourth cohort of the High Impact Leadership Development program



Thank you for joining us today!

Our next meeting is on August 14
Links to register and a copy of this
slide deck will be sent out soon

**Quick anonymous poll regarding this session
and future sessions available at**

<https://pollev.com/nicoleliveranikane478>