Staffing for the New Mission Action Team

FINAL REPORT

SEPTEMBER 1, 2015
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# TEAM MEMBERS

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<thead>
<tr>
<th>Member Name</th>
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<tbody>
<tr>
<td>Bonilla, Angie</td>
<td>Housing &amp; Residence Life</td>
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<td>DeMicco, Bob</td>
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<td>Elahraf, Abeer</td>
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<td>Gibbs, Aaron</td>
<td>RBS (Undergraduate Programs)</td>
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<td>Giordano, Elaine</td>
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<td>Leipold, Bil (co-chair)</td>
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<td>Perry, Kinna</td>
<td>Honors College/GS-N</td>
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## REVIEWERS

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## [SPANISH] TRANSLATION ASSISTANCE

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<td>Ortega, Reyther (translator)</td>
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<td>Caraballo, Mayra (reviewer)</td>
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INTRODUCTION

The Staffing for the New Mission Action Team (SAT) embraced the charge “to think about optimal strategies for building an excellent staff, including how to best train and develop existing staff; how to best recognize staff within the anchor institution framework; and how to best leverage the talents of staff for our institutional mission.” To thoroughly examine central staffing themes in the strategic plan, the SAT formed five sub-teams focused on the following areas: talent management, professional development, staff recognition, staff voice, and communication. Improvement in each area is critical to ensure that Rutgers University-Newark (RU-N) is a true “employer of choice,” and implementation of the recommendations put forth by the SAT will move RU-N toward that shared objective.

The recommendations have been developed through study of best practices and benchmarking with other institutions of higher education, many of which were similar to RU-N in mission and size. Among the benchmarking institutions were the University of Vermont; University of Maryland; Georgia State University; University of Southern California; Duke University; Harvard University; University of Colorado–Boulder; and the University of Pennsylvania’s Netter Center.

We also studied best practices at corporations and organizations (e.g., Prudential, Google, NJPAC, and Audible) and held extensive group conversations with the RU-N leadership team members, (including Nabil Adam, Roland Anglin, Arcelio Aponte, Marcia Brown, Sherri-Ann Butterfield, Shirley Collado, Peter Englott, Diane Hill, and Irene O’Brien), as well as with external consultants (Nancy Franklin and John Saltmarsh), and area-specific experts (e.g., Jeffrey Bukowski, University of Vermont, on staff councils). Industry standards (e.g., Society for Human Resource Management and the College and University Professional Association for Human Resources) were also considered.

EXECUTIVE SUMMARY

The recommendations included in this report have been vetted by all team members, external reviewers, and the Chancellor’s Executive Leadership team. They have been presented, in part, to the larger Rutgers University-Newark staff community online and through the Staffing for the New Mission Feedback Sessions. The surveys submitted after the Feedback Sessions made clear that the Staffing for the New Mission Action Team addressed the themes and issues that staff feel are most important. The recommendations presented were welcomed by staff and if they were to be implemented, staff morale would improve.

The SAT considers all of the recommendations worthy of implementation. However, we recognize the need for prioritization given available resources. We have investigated appropriate structures for launching and sustaining the recommended initiatives. In particular, in order to implement the recommendations that would be the most impactful, the existing human resources infrastructure must be updated and reconfigured. While the traditional functions of human resources must continue, the scope of the Office of Human Resources should be expanded to include a “Learning and Development Team” and an “Employee Experience Team.” In addition to reestablishing the roles and responsibilities of existing staff members, the number of dedicated
staff should be increased by at least seven to ten individuals. In two to three years, there should be a reevaluation phase to determine whether the structure is working and whether the desired outcomes are being achieved. The following timeline includes the recommendations considered most important by the larger RU-N staff, and as a result are highlighted by the *Staffing for the New Mission Action Team*.

**Immediate**

*The following recommendations are believed to be the most pressing for the staff and will require resources to implement.*

- Increase staffing for Human Resources. Many initiatives require labor to implement.
- Form a Staff Council Steering Committee. A staff council focused on the needs and concerns of RU-N staff is a major recommendation by the SAT. This recommendation was also deemed the most popular by RU-N staff and could be powerful vehicle for empowerment.
- Create a new Human Resources website. The existing site is difficult to navigate and does not contain the most current, comprehensive information.
- Create training opportunities available at RU-N through various platforms (e.g., classroom, online, and hybrid).
- Install a virtual and/or physical Suggestion Box to provide an opportunity for staff to submit suggestions and ideas for the university anonymously.
- Create Staff Information Sessions. These are envisioned to become monthly brown-bag lunch sessions on various topics in rotating locations.
- Promote staff wellness through focused workshops (e.g., yoga and “De-Stress” week).

**12 Months**

*The following recommendations will require some resources and labor to establish.*

- Provide training and support for all staff, and target managers and supervisors.
- Revitalize and create awards for individuals, teams and departments that support and advance the RU-N mission.
- Draft a condensed and integrated Strategic Plan. It should be translated into languages relevant to employees, which would help to ensure it is read and understood by all staff members. The condensed plan should be easily accessed and available for download from the RU-N webpage and also be distributed via email to all staff.
- Establish a Staff Council to represent all staff, both union and non-union.
- Establish a Talent Management Advisory Group to help ensure talent management becomes embedded within the university culture.
- Create cross-training opportunities, which would allow RU-N employees to expand their knowledge and skills to perform multiple tasks.
- Launch a staff-focused monthly bulletin for RU-N. This would include articles about staff on campus participating in research, active in community affairs, scheduled workshop or professional development series, new campus policies and procedures, and information from the Staff Council.
- Schedule a Staff Retreat, which would allow staff from various departments to come together, learn from each other, collaborate, and network.
- Form a Steering Committee for Ombuds Office. This type of office, confidential and professionally staffed, could empower staff to shape their work environment and to break
down silos between units often involves serious challenges to collaboration and mutual problem solving. Such an office could provide training in collaboration and conflict management, individual coaching, and mediation.

12-24 Months

The following recommendations require resources and deliberation to implement and sustain.

- Create a RU-N Professional Development Arm (offering certificates, tracking).
- Collaborate with the organizations in Newark to create a learning community that would share resources (e.g., Prudential, Audible).
- Develop and implement a Talent Management philosophy throughout the University and ensure that HR is staffed to implement new philosophy.
- Create a volunteer policy and opportunities for staff volunteerism.
- Integrate the staff and staffing with the Greater Newark community by providing recruitment and training pathways for community members.
- Expand the Staff Information Sessions into a bi-weekly series called "Staff Coffee Forums." These forums would be held at different times during the week, be focused on a new topic each month, and be held in various campus locations. Topics would be solicited from the staff, and speakers would include staff members, administrators, faculty, and community leaders.
FOCUS AREAS

Talent Management

I. Recommendations
   a. **Develop a distinct philosophy statement.** This statement would characterize the unique attributes that Rutgers University-Newark offers to current and prospective employees; define the work environment, values, and culture; serve as a recruitment and communication tool for acquiring and retaining talent; and identify RU-N as a partner to the community.
      i. Recommended language: “Where Opportunity Meets Excellence. At Rutgers University-Newark, opportunity is not bestowed upon a select few, but deliberately cultivated for many. RU-N employees, their development, career growth, engagement, and commitment are central to the success of our mission. RU-N is the place where excellence embraces diversity. Join us today and prepare for tomorrow. This is our moment; working together, we are the ones!”

   b. **Create and implement a university-wide recruitment strategy to emphasize RU-N's strengths and ensure that the university becomes an "employer of choice"** (e.g., how do we differentiate ourselves, build on our strengths).
      i. Update job descriptions, existing and future, with the RU-N mission and philosophy statement. Staff need to have an understanding of how their jobs relate to and are affected by the strategic plan as well as an understanding of how their jobs are connected to university areas (e.g., budget, administrative structure, policies).
      ii. Focus on being more inclusive in recruitment strategy (e.g., posting on job boards in an effort to attract more qualified and diverse candidates; understanding professional organizations in an effort to attract candidates with appropriate skillsets).
      iii. Establish recruitment strategies for each area of the university and ensure that all strategies are reflective of the mission and talent management principles (e.g., increase applicant pools to reflect qualified diverse applicants; assist with creating the strategies for each organization).
      iv. Find methods to increase the employment pathways for Newark residents.

   c. **Establish an advisory group/committee to help ensure talent management becomes embedded within the university culture.** Key considerations include:
      i. Hold regular meetings, not chaired by the director of HR (i.e., take the ownership of talent management out of HR and make it a university-wide issue.)
      ii. Ensure representative membership that includes the entire university staff community.
d. **Revamp onboarding/new employee orientation to reflect the institutional mission and incorporate expectations (behaviors, attitudes, etc.) into the new employee orientation program.**
   i. Communicate through multiple vehicles and languages, not just in English.

e. **Create a volunteer policy.** This would permit employees to volunteer in the community without using accrued leave.
   i. Create a new policy that would permit community members to volunteer at the university and ensure our legal protection for those volunteers.
   ii. Create an office or position that would exclusively focus on volunteer opportunities for staff (e.g., volunteer board, website, volunteer opportunity fairs). This position would also track staff volunteerism and connections with the community.

f. **Develop metrics, measurements, and reporting tools to assess talent initiatives.**
   i. Create and implement a new [360-degree] evaluation system that provides timely and regular feedback; it cannot only be once a year.

g. **Conduct exit interviews with employees who are leaving the university in an effort to better understand their experience.**

h. **Develop and implement area-specific succession plans.** Such planning is a cost-saving measure that would help to ensure RU-N is prepared for sudden attrition.

i. **Create cross-training opportunities and guiding policy.** This would allow RU-N employees to expand their knowledge and skills to perform multiple tasks and these opportunities often improve productivity.

**II. Benchmarks**

a. Publications:

b. Institutions: Georgia State University, Johns Hopkins University, University of Chicago, University of Florida

III. Costs
a. Talent initiatives must be coordinated and sustained along with volunteer coordination. To be meaningful and help to make RU-N an employer of choice, these efforts must have a dedicated staff person whose job duties encompass these efforts and ensure that the employer philosophy is integrated into the fabric of who we are, what we do, and how we do it. These duties could be part of another position or could stand alone.
Professional Development

I. Recommendations
   a. **Develop a clear vision for what professional development means at RU-N after completing a needs assessment.** RU-N must develop its own program to meet staff needs; however, partnering with the RU administration on areas that have overlap, when mutually beneficial, is encouraged.
      i. Recommended language: “Rutgers University-Newark considers professional development to be much more than providing staff with the necessary training to learn or improve skills specific to their respective positions. RU-N aims to provide all staff with facilitated learning opportunities, whether through formal coursework for degree programs, options to attend conferences and seminars, or continuing workshops or non-credit bearing courses that help staff (and, in some instances, faculty) cultivate and enhance their professional, managerial, and leadership skills.”

   b. **Establish a variety of training options and platforms—in-person, online, or hybrid—that would be of benefit to both employees and supervisors.** Examples of certificate programs with non-credit bearing courses, seminars, or workshops include:
      i. Office Professional (advanced systems training and professional skills)
      ii. Basics of Supervision (mandated for all faculty and staff that currently supervise employees). This certificate program can be open to anyone who aspires to have a supervisory role
      iii. Mastery of English (for employees with limited English proficiency)
      iv. Work/Life Wellness Program
      v. Emergency Preparedness
      vi. Website Maintenance & Development
      vii. Developing as a Leader
      viii. Individual sessions/workshops on topics of important and popular interest, including: working in diverse environment(s); anchor mission responsibilities; RU-N technology/platform basics- RIAS, etc.

   c. **Revamp the performance appraisal process to include professional development (PD) plans, mid-year feedback sessions, and an end-of-cycle review.** Create a new rating scale that includes such terms as outstanding, exceeds expectation, meets expectation, below expectation, and unsatisfactory, which puts greater focus on skills and competencies rather than tasks.
      i. Permit employees to create their own professional development plan for the year in which outcomes are identified.
      ii. Provide professional development guidelines for supervisors and incorporate PD into the performance appraisal process.
d. **Encourage continuous training and provide support for managers and supervisors to develop and cultivate a style that is in line with the institutional mission.**
   
   i. Ensuring that all managers/supervisors are aware of how their behavior and style impact the morale and overall working environment may decrease liability for the university.

e. **Provide adequate HR staff.** Institutions of comparable size employ an average of three to five individuals to coordinate professional development programs and initiatives. Such programs foster an environment that promotes lifelong learning among all members of the university community.

f. **Establish a mentor/coaching program.** In so doing utilize in-house expertise (RU-N already has a deep talent pool).

**g. Provide opportunities for Community Building (service) within the City of Newark.** This would include providing release time for participation in off campus initiatives (e.g., tutoring program, computer training) for staff. It would allow them to hone current skills and make a contribution to the community of which we are a part.

   i. Create a Newark Professional Development Consortium with other partners (e.g., Prudential, NJPAC, Audible). Share programs and costs with vendor contracts. Increase relationships with professionals within Newark, especially those working in the area of professional development.

h. **Host annual Staff Development Week.** This would include a daylong conference for staff to attend workshops that help them to acquire new skills and network with staff from various departments and units on campus.

   i. **Provide training for boundary-spanners** (i.e., how do the new employees situated in the community stay connected to RU-N and work to understand both cultures).

   j. **Create a professional development funding pool.** This would support staff who may not have the department/school budget for PD opportunities.

II. **Benchmarks**

   a. Institutions: University of Maryland; University of Maryland, Baltimore County; Georgia State University; University of Southern California (uses corporate model); University of Vermont

III. **Costs**

   a. Under review
Staff Recognition

I. Recommendations
   a. Define and develop various ways that RU-N can recognize and make ALL staff feel appreciated.
      i. Implement Employee of The Quarter Program:
         1. Special parking
         2. Lunch with the Chancellor and Provost (together with all winners)
         3. Certificate
         4. Name on electric sign/ Robeson TV monitors
         5. Article on website
         6. Cash bonus
         7. Administrative day
      ii. Host Fall Kick-Off. This could be a continental breakfast with remarks from the Chancellor to inform staff of what the upcoming year will bring.
      iii. Host End-of-Year event in June. A major celebration to thank everyone for all of their hard work. Must close all [non-essential] offices.
      iv. Host various small events throughout the year:
         1. De-Stress week for staff, featuring hand/back massages; meditation techniques, Yoga, Zumba, etc.
         2. Student vs. staff softball game or other sporting event (e.g., bowling, basketball).
         3. Community service opportunities focused on soliciting staff involvement (e.g., Earth Day, RU Service Day, Bowl-a-thon, Walk-a-thon).
   b. Create a staff website with an online recognition program.
      i. Link to staff newsletter, which would include recognition for community work, award recipients, etc.
      ii. Include a page or section for suggestions, where staff could submit their ideas for ways to improve facilities, procedures, etc.
      iii. List community service opportunities.
      iv. Create and maintain a virtual bulletin board, where staff could post items for sale; car pool, etc.
      v. Activate a thank you card program (similar to blue mountain cards).
      vi. Design and promote a staff thank you and positive kudos blog.
      vii. Feature a staff member of the week or month on the recognition page.
   c. Revitalize the staff awards (and awards ceremony) and focus the award categories on the strategic plan and anchor mission. Awards can recognize individuals, groups, departments; and the talent management advisory group, staff council, or both could serve as the selection committee. Some example categories include:
      i. Employee of Quarter Recipients
      ii. Outstanding Service to Students
      iii. Community Service Award
iv. Department/Individual that works with Newark community
v. Commitment to Diversity
vi. Facilities/Police
vii. Supportive Supervisor

d. **Promote staff wellness through focused workshops/activities.**
   i. Possible Workshop Topics include healthy eating/nutrition/emotional eating; how to make sense out of all the fitness gadgets; and how to start a workout program (provide tips)
   ii. Lunch Series (swap recipes; potluck)
   iii. Biggest Loser Challenge

II. **Benchmarks**
   a. UMBC-Employee of the Quarter Program and staff website
   b. Duke-Online kudos
   c. Harvard-Award & Recognition Program
   d. University Colorado–Boulder-Developing a Recognition Program

III. **Costs**

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Staff Voice

I. Recommendations

a. Establish a Staff Council to represent all staff, both union and non-union.
   i. A staff council focused on the needs and concerns of RU-N staff is a concrete and potentially powerful vehicle for empowering staff and ensuring that their views are known by university leadership and the university community at large. The committee believes the staff council should be involved in shared governance with the Student Government Association (SGA) and the Newark Faculty Council (NFC).
   ii. Factors to Consider:
      1. A steering committee should be formed in order to determine how the staff council will function (i.e., constitution, structure, elections, representation). The steering committee can continue to assess the staff council, especially at the beginning of the implementation phase and possibly through its first year or two and make adjustments as needed.
      2. Most of the staff councils reviewed only represent non-unionized staff; it does not seem likely that this would work at RU-N. We would aim to represent all staff, union and non-union; however, we would need to make sure all stakeholders are aware and on board with the mission of the council (i.e., HR, union reps).
      3. Possibly have a representative from the Office of University-Community Partnerships as part of the executive board for the Staff Council to keep the staff connected to the greater Newark community. The Staff Council would collaborate with OUCP to facilitate community engagement opportunities for staff. For example, the OUCP could provide postings and link to the staff council website regarding on-going community engagement/service opportunities. For example, when the OUCP is promoting the Job Shadowing program, the staff council could disseminate the information to all staff and encourage staff members to get involved with this on campus opportunity.

b. Develop an annual one-day Staff Retreat/Conference. This would allow staff from various departments to come together, learn from each other, collaborate, and network with one another. It could become an important instrument for breaking down silos between units and enhancing staff visibility and a sense of voice at RU-N in general.
   i. Components of the retreat/conference might include: opening from the Chancellor's office; breakout sessions for professional development; networking social, breakout sessions to learn about the different units on campus (brief presentations by the different units to eliminate the silos), and a staff recognition opportunity (either at lunch or at the end of the conference).
ii. Staff leadership from each unit could also come together at the retreat to discuss updates, collaboration opportunities, and common issues/concerns.

c. Implement regular town hall meetings between staff and RU-N leadership. Regular town hall meetings would provide an opportunity for all staff to come together once a semester, to not only hear updates from the administration, but also to provide staff input. These steps would give staff an increased sense that their perspective (both the good and the bad) is both welcomed and respected.
   i. Leadership would need to be receptive to the feedback received and welcome the opportunity.
   ii. Management would need to be flexible in allowing employees to attend these meetings.

d. Create Staff Community Day to provide an opportunity for staff to come together and learn about ways to get involved in the community.
   i. Invite members of the community to attend and represent their organization/business. It would look similar to a fair, perhaps utilizing the Robeson Campus Center or Samuel's Plaza, for community members to connect with staff and recruit for volunteering opportunities. Also, this would provide an opportunity to acknowledge current staff who are already involved in Newark.
   ii. Engage the Office of University-Community Partnerships to assist with organizing this event.

e. Install a staff suggestion box, virtual and/or physical, to provide an opportunity for staff to submit suggestions and ideas for the university anonymously.
   i. Not every staff member may feel comfortable voicing their suggestions to their supervisor or others within the larger university community; therefore having a suggestion box would allow staff members to engage with the university in another manner. The suggestions contributed would be reviewed by the Staff Council and forwarded with recommendations to the Chancellor’s leadership team and HR.

f. Launch a campus climate survey to better gauge staff perspective and morale.

g. Establish an Ombuds Office.
   i. Empowering staff to shape their work environment and to break down silos between units often involves serious challenges to collaboration and mutual problem solving. Establishing a confidential and professionally staffed office where individuals or groups can go when such challenges arise makes a potentially invaluable contribution to staff empowerment. Such an office could provide training in collaboration and conflict management, individual coaching, and mediation. It could also serve faculty and students, as well as staff, greatly enhancing its overall value to the campus. RU-N currently lacks problem-solving options and while the
existing grievance procedures are necessary and sometimes useful, they may be framed in a way that can hinder genuine problem-solving.

ii. Factors to Consider:
1. Should the scope of the office extend beyond staff and also include faculty and student conflicts or concerns? (i.e., a university-wide service). Our informants generally favored a system-wide approach.
2. Should there be outreach to extend the services to Rutgers-Biomedical and Health Sciences units in Newark? At a time of transition at RBHS such a reach out might make particular sense and provide a cost-efficient synergy.
3. A steering committee should be formed in order to determine how an Ombuds Office should function at RU-N (e.g., nature and scope of services offered; staffing). The steering committee should include representatives from the various stakeholder groups, the Chancellor's Office, and HR, and should assess the first year or two of the Office's functioning, making adjustments as needed.

II. Benchmarks
a. Staff Council
   i. Other universities with robust and notable staff councils: Carnegie Mellon; University of Vermont; Arizona State University; Arizona University
   ii. Interviewed individuals representing different staff councils: Pattye Stragar, Chair, Carnegie Mellon Staff Council. (This is an unsalaried position); Jeff Bukowski (Staff Administrator, University of Vermont Staff Council. (This is a full-time, salaried position); Sheri Hill, Chair, The University of Arizona Staff Council. (This is an unsalaried position)
   iii. Readings: *Formation, Structure, and Role. University Business Executive Roundtable Report*. This is a study of the structure and operation of staff councils at five universities.

b. Ombuds Office
   i. Many research institutions and top tier universities offer a wider array of problem-solving and conflict management options. Individuals with significant experience as Directors of such offices at major research or academic institutions or as researchers on ombuds offices in higher education include: Howard Gadlin, Director, Center for Cooperative Resolution, Office of the Ombudsman, National Institutes of Health and formerly Director of the Ombuds Offices at UCLA and UMass, Amherst; Linda M. Brothers, associate ombudsman at the Center for Cooperative Resolution, Office of the Ombudsman at NIH and formerly Ombudsperson at Wellesley College; Lisa Witzler, associate ombudsman at the Center for Cooperative Resolution, Office of the Ombudsman.

c. Staff Community Day

i. Princeton University-Community & Staff day: [https://www.princeton.edu/community/happenings/special/community-staff-day](https://www.princeton.edu/community/happenings/special/community-staff-day)

ii. Lehigh University- Faculty/Staff Day of Caring: [http://www4.lehigh.edu/community/facts/dayofcaring.aspx](http://www4.lehigh.edu/community/facts/dayofcaring.aspx)

iii. Tufts University-Community Day at TUIFTS: [http://communityrelations.tufts.edu/communityday](http://communityrelations.tufts.edu/communityday)

d. Staff Suggestion Box

i. University of North Dakota: [http://und.edu/staff-senate/suggestion-box.cfm](http://und.edu/staff-senate/suggestion-box.cfm)

ii. University of Texas-Arlington: [https://www.uta.edu/sac/suggestions](https://www.uta.edu/sac/suggestions)

III. Costs

a. *Staff Council.* To be determined by overall structure (will there be paid administrators). Examples observed: University of Vermont: one full time salaried staff council administrator and one ¾ time administrator for the council; Carnegie Mellon: $14,000 annual budget for the council; University of Arizona: $11,300 annual budget.

b. *Staff Retreat/Conference.* Minimal costs for food that would include breakfast, lunch, and coffee/tea throughout the day. Staff recognition component could add to the cost depending on what is planned (i.e., plaques, giveaways).

c. *Town Hall meetings.* Minimal costs to secure location and provide coffee/tea.

d. *Staff Community Day.* Minimal costs to secure location and provide coffee/tea; provide transportation to site.

e. *Staff suggestion Box.* Minimal costs to create online tool (either website/email) and a paper form (would need location for drop-off).

f. *Ombuds Office.* To be determined. Possibly at least two full-time salaried staff to provide training, workshops, coaching, and mediation services. Additional possibility: train on campus staff to become problem-solving facilitators and coaches to mitigate the costs (collaborate with staff council by creating a committee to partner with this office).
Communication

I. Recommendations
   a. **Create “headline” version of the Strategic Plan.** Having a condensed (one page) version of the strategic plan available, translated into languages relevant to employees, would help to ensure it is read and understood by all staff members of RU-N.
      i. The condensed plan should be easily accessed and available for download from the RU-N webpage and also be distributed via email to all staff.
      ii. Department heads/supervisors should be encouraged to print out and post the plan for staff who do not have access to computers.

   b. **Launch a staff-focused monthly periodical/bulletin for RU-N.** This would be emailed to all staff and be available in PDF form. Department heads/supervisors will be encouraged to print the bulletin for all staff that do not have computer access.
      i. The bulletin will be produced and distributed through the Office of Communications, which will have a "Campus Information Services" unit. The Office will solicit articles about (but not limited to) staff on campus participating in research, active in community affairs, scheduled workshop or professional development series, new campus policies and procedures, and information from the Staff Council. The bulletin will include: milestones of the staff such as awards, work anniversaries and retirement in addition to an "In Memoriam" section and a section on "New Hires."
      ii. Photographic services, provided by a full-time employee or by arranging for an internship program with the Department of Arts, Culture and Media, where students receive credit for work. Duties would include, among other things, taking publishable pictures of staff for the bulletin and sending a copy to the staff member.
      iii. Track the readership and survey employees to ensure that it is meeting their needs.

   c. **Incorporate the Strategic Plan into each department's mission.** Every department should incorporate the RU-N Strategic Plan's principles into its own planning. All staff member's individual CARFs and job descriptions will be linked to the unit's plan/mission, and therefore tied to some degree to the Strategic Plan.
      i. Chancellor's Office sends requests to all Deans/Directors, gives a deadline for creation. Units/Departments can and should be encouraged to add their mission/strategic plan to their web page.
      ii. Chancellor's Office runs workshop on mission/plan creation for Deans/Departments Heads

   d. **Create a staff website and redesign the existing Newark HR website to ensure information is easily accessible.**
e. **Create a RU-N App.** Make current RU-N information available on mobile devices, including events, meetings academic assemblies open to the RU-N community, safety and security information, and other news of interest to staff faculty and students. The ability to "push" timely information out immediately is essential.
   i. Emulate (re-purpose?) existing My Newark app and the Rutgers Mobile app which is New Brunswick centric, and not especially robust.
   ii. Staff the effort appropriately through the Office of Communications with access to information providing departments throughout campus.

f. **Establish regularly scheduled public information sessions.** Begin a bi-weekly series called “Staff Coffee Forums.” These forums will be held at different times during the week, with a new topic each month and in various campus locations. Topics should and can include (but not be limited to) issues of interest to staff, University policy and procedure, community volunteer availabilities, health and wellness. Topics should be solicited from the staff. Speakers should include staff members, administrators, faculty, and community leaders.
   i. These meeting should be coordinated under the direction of an administrator (in the Office of Communications).
   ii. A survey would be sent out soliciting topics of interest from staff, speaker solicitation begun.
   iii. Attendance should be tracked and analyzed every six months and brought to Staff Council’s attention.

II. **Benchmarks**
   a. The 2014 Economic and Community Impact Report of the University of Pittsburgh; University of Portland communications plan worksheet; University of Baltimore Strategic Plan; University of Pennsylvania Netter Center-Penn VIPS (Volunteer in Public Service); Prudential’s employee communication structure

III. **Costs**
   a. **Headline, condensed version of strategic plan.** Minimal cost.
   b. **Staff-focused monthly periodical.** Salary of additional staff member for the Office of Communications, full time employee; Salary of a full-time photographer in the Office of Communications, Salary TBD or approx. $7,800 a year for 1-2 internship(s), based on 13 week internship at $15 an hour for 10 hours a week. Internship could also be set up for credit only; Supplies and equipment could total $5,000 a year.
   c. **Incorporate the Strategic Plan into each department's mission.** Minimal cost.
   d. **Staff-focused website.** May need to hire a web designer to create, but minimal cost to keep current.
   e. **RU-N app.** Cost to outsource for app development or salary for additional media personnel.
   f. **Public information sessions.** May need to hire a part-time person to help coordinate at approx. $7,500 a year (10 hours a week, 50 weeks at $15 an hour) or cost would be minimal; Refreshments to include coffee service, cookies, muffins, fruit $400 a month.
OTHER AREAS

The *Staffing for the New Mission Action Team* recognizes that there are other staffing areas and issues which need to be more deeply explored. These include retention; staff as educators; and diversity, including access and accommodations for staff with disabilities; and student employees and other employee types.

**Employees with Disabilities**

I. **Recommendations**
   a. Conduct a climate and needs assessment survey
   b. Create a Newark committee to ensure needs are represented

**Student Employees and Other Employee Types**

I. **Recommendations**
   a. Create a student employee specific website/webpage to connect managers and student employees to information
   b. Establish an advisory group to address the needs of student employees (e.g. supervisors of CSOs, IT, SPAA, Libraries)
   c. Establish an advisory group to address the needs of part-time employees and other employee types (i.e., Class 3 and 4)
APPENDIX I

Staff Feedback Session Survey Results

Approximately 150* staff members attended the Staffing for the New Mission Feedback Sessions on June 16 and 18, 2015. After the sessions, staff members were requested to complete a short survey. When asked, “How informative was today’s session?” participants provided the following responses:

<table>
<thead>
<tr>
<th>Option</th>
<th># of Responses 6/16/15</th>
<th>Response % 6/16/15</th>
<th># of Responses 6/18/15</th>
<th>Response % 6/18/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- not at all informative</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
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<tr>
<td>5</td>
<td>14</td>
<td>25</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>6</td>
<td>21</td>
<td>37</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>7 – very informative</td>
<td>20</td>
<td>35</td>
<td>25</td>
<td>48</td>
</tr>
</tbody>
</table>

When asked, “How optimistic are you that the committee’s recommendations will result in significant improvement in the staff experience at Rutgers University-Newark?” participants provided the following responses:

<table>
<thead>
<tr>
<th>Option</th>
<th># of Responses 6/16/15</th>
<th>Response % 6/16/15</th>
<th># of Responses 6/18/15</th>
<th>Response % 6/18/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>5-7</td>
<td>55</td>
<td>96</td>
<td>51</td>
<td>98</td>
</tr>
</tbody>
</table>

*Please note all percentages have been rounded up*

When asked, “How optimistic are you that the committee’s recommendations will result in significant improvement in the staff experience at Rutgers University-Newark?” participants provided the following responses:
The following tables indicate how often each sub-team and each sub-topic was addressed in the survey comments after each feedback session.

<table>
<thead>
<tr>
<th>Sub-team</th>
<th>Frequency 6.16.15</th>
<th>Frequency 6.18.15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Talent Management</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Staff Recognition</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Voice</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>Communication</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub-topic</th>
<th>Frequency 6.16.15</th>
<th>Frequency 6.18.15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff council</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Manager/supervisor training</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Evaluations/appraisal process</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Ombuds Office</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Breakout sessions</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Job-share**</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

**The term “job-share” was updated to “cross-train” after the feedback sessions.

The following remarks are examples of some of the issues that were raised in the small groups during the feedback sessions.

“Would like more staff centered meetings for collaboration and communication….”

“More of a focus on hiring for a career rather than a job….”

“Seeing is believing…”

“How do you get the faculty and the administration to jointly implement these recommendations?”

“Cautiously optimistic”

“More opportunities to break down silos between staff and faculty”
APPENDIX II

Staff Feedback Survey Comments: June 16, 2015

- Training for managers/supervisors.
  - Some managers and supervisors discourage extra training for their employees because they like their system as is, and don’t want the office to change. In other words, some managers inadvertently keep their employees from moving forward in their careers.
  - Job sharing opportunities would be nice. Or at least the opportunity to engage in more inter-departmental projects.
  - Supervisors should sit down with staff to determine a professional development timeline.
    - Our group made this suggestion as part of the new evaluation process.
  - Resume book – encouraged staff to add their resume, career goals, etc. in order to make in-house recruiting easier.
  - RU-N used to offer a lot more training programs, which has declined over the years.
    - Our group has discussed this at length. Not only adding more training opportunities to the university system as a whole, but the Newark campus specifically.
      - Can we please make sure the training opportunities are specifically in Newark?
  - Could we implement a project management class or certification? This would help people grow in their position.
  - Sell new staff on the idea of coming to work here as a career, not just a job.
  - Better training for new staff. In many cases, people begin their new job and are sort of thrown into the deep end without solid training or direction.
    - We need to be able to manage people at every stage of their career
  - How quickly would we be able to implement the staff retreat? When could this happen and what do you expect it to look like?
    - It can be done relatively quickly, as it’s not too expensive. (ex. End of spring semester)
    - Training opportunities, inter-departmental communication, presentations, etc.
    - May be part of staff recognition week.
  - Streamline the process for disability services since the system currently requires the paperwork to be sent to New Brunswick first, and takes several weeks to process.
    - We are trying to increase resources on the Newark campus, (ex. HR is seriously understaffed)
  - The same people come to events like this, but what about the people who aren’t here, that need to be?
    - We’re prioritizing our recommendations but the idea is to really make these changes happen.
Everyone wants to receive information differently in terms of communication. Multi-generational communication or in other words, we need to be able to communicate to everyone in the way(s) they prefer. i.e. Twitter, text message, email, etc.

Normally sessions like this are senior managers and up. It’s nice to see people. Today’s session adds a personal touch by enabling staff to meet one another, and put faces to names, etc.

There are civic and professional organizations that offer professional development opportunities that won’t cost money for the university. We need a place to list these organizations so staff can also take charge in their own professional development.

- Concerns regarding staff retention for staff (Talent Management)
- Opportunities for staff to develop and grow as professionals
- Job sharing/cross-training
- Formal staff development plans
- Workshops here in Newark
- Supervisor training (manager vs. leader)
- Make staff feel valued and that they are an integral part of a team
- Encourage staff development
- Guidance for supervisors on coaching, mentoring, and evaluating staff (also consider rotation of positions to help prevent burnout)
- Job sharing/cross-training opportunities
- Evaluation of Staff
- Not a positive experience for most staff and supervisors should help staff understand the goal of the evaluation process
- Should occur two or more times throughout the year, for more immediate and effective feedback
- Help the staff member create a formal development plan
- Promote an environment of teamwork
- Consider those departments that a small (especially academic departments with 1 admin.)
- Manager/Leadership Development Programs
- Communication
  - List serves that staff can subscribe to
  - Video highlighting staff that reach milestone anniversaries
  - Monthly newsletter highlight staff accomplishments (on and off campus)
- ADA concerns (facilities)
- We should create a comprehensive training program based on experience.
- What are some of the answers for training for a person who's the one person office
- Create proper training for managers and allow the managers to be evaluated by staff
- University is not sensitive to persons with physical disabilities
- Bring training that might be in the evening or weekends back to the Newark campus
- The words "job sharing" are often seen as a negative -possibly change to cross training
Staff Feedback Survey Comments: June 18, 2015

- This group expressed a pervasive “step child” complex toward the relationship between Rutgers-Newark and Rutgers-New Brunswick.

- There was a keen interest in the creation of the Staff Council, but there were questions about how it would differ from representation of RU-N at the University Senate. There was also a question of if the council would have real influence for the staff with the RU-N administration.

- Professional Development was a concept many of the participants were interested in. There were several stories of how difficult, if not impossible it was for people to take advantage of relevant professional conferences, let alone pursuit of advanced education opportunities. A lack of flexibility in scheduling was cited as a problem. There was an interest in achieving greater professional satisfaction.

- The group was dissatisfied with the Health and Wellness programs on campus. Mostly, the lack of a staffed occupational health center on campus was discussed, which could handle most situations without automatically sending employees to a RBHS facility. The comment was that employee health services was staffed centrally in New Brunswick, with scant (or not at all) staffing at a satellite in Newark.

- Finally, the need for mandatory supervisor (including faculty supervisors) training to bring management up to date on current standards, and a great interest in the concept of 360 degree evaluations.