MINUTES

Attendance: Liisa Laine, co-chair; Grace Young, co-chair; Sarah Brown; Geeta Chougule; Dawn Cummings; Kristine Dodd; Daisy Ferreira; Tara Greenwood; Catherine Hanni; Joel Hernandez; Marguerite Joutz; Annemarie Kennedy; Abigail Peterson; Jessica Pontarelli; Jennifer Quiroz; Barbara Simoneau; Maria Sokolova; Beth Travers; Yi Vizard

Absent: Sarah Aneyci; Laura Dobler; Michael Leitao; Laura Pleasants; Felicia Raton; Ray Windsor

1. Acceptance of meeting minutes: November 12, 2019

There were no objections to the minutes and they were accepted by all present members.

2. Guest Speaker: Judy Nabb, Director of Talent Development

Judy Nabb oversees Talent Development in University Human Resources (UHR) and asked SAC members to bring information back to their colleagues about how Talent Development wants to help people engage, discover, and achieve.

There’s a lot going on, from sessions that are 120 minutes or less on topics like assertive speaking and listening to Bear Day which is coming up on February 18th to Bear Month where every day during February URH will highlight activities for staff. URH will partner with SAC once again on Staff Development Day on June 10th. URH is also involved in the Rhode Island Higher Education Learning Consortium (RIHETC); Kristine Dodd noted that she took a RIHETC course and loved interacting with others at other institutions. URH budgets for Brown employees to attend RIHETC; employees can register in Workday, and the registration needs manager approval because the courses are off-site.

Other initiatives:

- “Leading from Where You Are” is in its third year and stemmed from a conversation with SAC about non-designated leaders who want to be leaders.
Once the current cohorts complete, 75 people will have completed this program, which is open to all non-managers.

- Leadership Certification program - for managers - this consists of 10 modules that they have three years to complete. The program is not cohort-based; managers can choose what they want to take and when, including summers.

Both are blended learning (in class and outside, such as online module or assessment).

- Presentation Skills Certificate Program - employees complete this program and present in front of a group to earn their certificate. It includes steps/classes and a capstone project. Talent Development Specialist Dave Ethier is passionate about this program and has worked with people individually as needed.

- New Employee Advisory Program (NEAP): for new employees to help them onboard more effectively and quickly. Invited to monthly (except for summers) programs to learn about faculty research or staff.

**Question:** What about “old-AP?”

**Answer:** We will rename and rebrand this program to include employees who need a refresher.

- Staff mentoring programs: these match more seasoned folks with new or mid-career employees. This runs for three years but is on hold until next year because there’s so much going on. The programs have matched 15-20 mentees and mentors who go through a 9-month program with some sessions but mostly individual meetings with guidance from the more seasoned employee.

**Question:** Is NEAP in place of the employee ambassador program?

**Answer:** Yes. Brown had a university ambassador program where people would spend a whole day learning about a piece of the program. Now the new program is held during lunchtime but still engages and shows different aspects of the university.

- All Brown employees have access to a professional development library! Email talentdevelopment@brown.edu if you see a book you’d like to borrow and they will interoffice it to you (return when you’re done). UHR is hoping for an open house in the spring where people can browse the library in person.

- Excellence Awards – winners will be announced in mid-December. This year’s 131 nominations were record-breaking. SAC member Joel Hernandez is part of the selection team.

- Open Sesame – this is the “Netflix of e-learning.” Brown has a contract for 100 curated quick e-learning modules, from 5-60 minutes in length. UHR will be sending information to staff monthly highlighting different courses that people can take. If you take an e-learning course, please rate it because that will help Brown decide whether to keep or replace a course.

- Leadership Institute - for individual contributors who are middle management - Moore Associates is the vendor chosen to pilot this institute next semester, which will include up to five 2-day workshops spread out over time, five 1-hour coaching sessions, and complete a 360 feedback form and create an individual
development plan based on that. Having that leadership component at all 3 levels develops a pipeline and puts employees on the same page for competencies.

**Question:** What is 360 feedback? An assessment from people who report to the employee, the employee’s peers, and people above the employee. Feedback is anonymous and helps identify where s/he is doing well and where s/he could improve. 360 feedback identifies up to three areas for a development plan.

- Coaching for Results: this initiative provides coaching for individual contributors and managers. Brown plans to pilot this next semester with a small group of people being coached on the topics they bring.

Talent Development had some staffing changes and were able to hire Darlene Williamson from the registrar’s office as the Talent Development Program Manager. She just came on in October and is already planning Bear Day, Bear Month, and Staff Development Day. Heather Emerick is a consultant behind the scenes for Workday Learning and some instructional design.

As for employee awards, Brown recognizes that many employees in Dining Services and Facilities Management don’t have easy access to computers, so Talent Development will send people to advertise through HR business partners and sit down with employees at computers to help them pick their awards. Awards can be shipped directly to the person; everyone who has been at Brown for five years or more as of 2018 should have been notified of their award.

**Question:** Is there a way to provide feedback for other professional development courses?

**Answer:** Yes, a survey is attached through Workday Learning.

Judy Nabb requested that she and Darlene Williams be invited back to SAC in January to start planning for Staff Development Day early and get SAC feedback.

3. **Guest Speakers: Amanda Bailey, Vice President for Human Resources and Kimberly Roskiewicz, Assistant Vice President of Human Resources Operations**

Vice President Amanda Bailey shared the University Human Resources (UHR) priorities with SAC and then welcomed questions.

UHR leadership:

- VP Bailey oversees employee and labor relations, talent development, and Workday program and management initiatives. Assistant Vice
President of Human Resources Operations Kimberly Roskiewicz manages benefits, compensation and organization services, and recruitment and staffing operations.

- UHR has six directors of different areas.

3 major areas of focus:

- talent acquisition (goal: attract and hire talent)
- talent development (goal: develop performance and talent management system)
- operational excellence (goal: create operational excellence through effective communication and consultation)

Current initiatives:

- “One HR for Brown” to increase and improve engagement with human resource business partners
- HR Service Center enhancements have improved onboarding
- Policy working group (meeting May 2019 through the end of February 2020) - they were the first unit asked to perform a review of all HR policies and recommend what should be added or archived if they weren’t working operationally anymore. The group has worked across the University and closely with the General Council.
- Employee accommodation services are now with UHR.
- Open enrollment is happening now! Enroll through 12/2.
- A benefits survey is being designed, will be rolled out in spring semester
- The Leadership Institute will be rolled out in spring as well.

UHR wants to create a culture of learning and assessment and be sure that what they’re doing is reaching everyone. They would be happy to share survey results. For questions on assessment on learning, ask Judy Nabb.

Responses to SAC questions:

**Question on the role of HR business partners across the community:**
What issues should be brought to them and what’s best to direct to central or university HR?

**Answer:** Bring compensation, payroll, benefits, or compensation questions to your HR business partner. If employee relations are confidential or escalate to a conflict, contact UHR labor relations in the central office (Rhonda Hospedales is Senior Director of Employee and Labor Relations). Business partners can serve as a liaison for UHR to get responses to topics.
**Question on organizational review:** When a position is absorbed into a new department, is it customary for Brown to do a job audit; if so, how long does UHR put off conducting an audit after the position has been absorbed?

**Answer:** Job audits occur at the department’s discretion and request (and may not happen at the same time an organization review is happening). Audits are typically left to how a department is operating, and the leader of the department makes that call.

**Follow-up question:** If the job is split and responsibilities are distributed to others, the person taking on the extra duties doesn’t get a bump in pay?

**Answer:** That’s case by case; it may be more work but pay is also based on the skill level of the type of work being done. The analysis makes sure the job description is appropriately revised and accurate.

A SAC member noted that she was in a position where she took on additional responsibilities and was told she would get a raise, but it didn’t happen. When she left, the department waited three months and then upgraded the position; the new person in that job is doing less work at a higher grade. How is a situation like that evaluated and reviewed? People can move to another department to get a raise that their department might be denying them; it’s inconsistent across Brown. Vice President Bailey responded that there are lots of reasons jobs merge or changed, but those changes need to be based on operational needs. The timing may not work out the way it’s wanted but if we keep focusing on the operations of the unit/department/division, the principle has to remain consistent.

**Question:** What does an employee do/where do they go if don’t feel they are being treated fairly because of their new duties? If there’s no need for a mandatory job audit, where can they go to request one?

**Answer:** if any employee feels they need a review, the Employee and Labor Relations (ELR) Department has been restructured to meet that need. Employees need to be heard, and it doesn’t need to be a formal complaint/process; they can just speak to someone in ELR.

**Question:** If someone is in that position, do they reach out to their business partner or UHR?

**Answer:** If it’s a topic you feel you can’t discuss with your HR partner, come to UHR. (Barbara Chernow added that there are several places employees can go, including the Ombudsperson’s Office.)

The SAC member noted that she had made an appointment with HR to find out what other options were there, and consequently she made a decision on
what’s best for her. Other employees may not know they have that option. She knows HR mentioned to SAC previously that they want to be more transparent and open to conversations. Vice President Bailey responded that HR is working every day on being more visible and is grateful to be able to have this platform with SAC.

A discussion sparked on whether the SAC newsletter is getting the word out to employees about issues important to them. Marguerite Joutz noted that today’s talent development topic aligns with what SAC should focus on. SAC’s mission is to advise the President on issues important to members of our staff community - what are the resources available, what does that look like in a year, how can SAC amplify the great work HR is doing?

Tara Greenwood would love to see administrative assistants involved in talent development. Judy Nabb said they tried involving them in the past and it didn’t work out, and Tara questioned whether the assistants were able to attend or did they have other commitments, which wasn’t known. Brown is committed to being more inclusive to all staff, including administrative assistants, for talent development.

4. Holiday Party Updates

The meeting ran over time due to the multiple presentations. Grace Young showed slides prepared by University Event and Conference Services, noting that guests will be greeted by a jazz soloist, champagne bar with sparkling cider at 4th floor reception desk, and table for raffle prizes. Inside, the main event space will hold food, Marines in dress blues helping with Toys for Tots (the Marines will bring the toys to the donation sites after the party), a coat room, a DJ, an a cappella student group, tables with LED candles, and desserts. The side conference rooms will be transformed into game rooms with casino-style games and trivia, where winners can earn raffle tickets. Greeters should greet guests right as they get off the elevators. We will need signage or people to direct people to the raffle table. Dawn Cummings will collect and sell tickets at the table; people can obtain more tickets at the toy donation station and also from playing games. Please wear your SAC name badge (Tara Greenwood, Barbara Simoneau, Yi Vizard and Daisy Ferreira indicated that they need badges). Liisa Laine suggested making new ones that are more upscale/holiday-themed, and Grace Young will try, with lanyard ones as a backup.
The flow isn’t easy for people to donate a toy and then come back out; SAC cannot make any changes to the layout. Instead, SAC volunteers will need to serve as toy runners to assist people - there will be a coverage SAC person throughout the event. There’s a coverage person for each shift so everyone can eat something and play something.

SAC members are encouraged to arrive early so they can eat before the craziness. Members needing parking validation can put it on the spreadsheet and Grace Young will share a validation code.

The event starts at 3, and there will be a 2:45 p.m. SAC photo for the website.

There will also be a wrapping party next week for larger donations in baskets.

5. Staff Concerns & Updates

Health Services employees are upset about the time of the holiday party; it conflicts with all shifts. Daisy Ferreira can only attend and volunteer at the event because she charged the time off to personal time. It was noted that other people in other departments have meetings until 4 or 4:30 p.m. as well. SAC and the President’s Office will continue to try and find a time that works for the majority of Brown staff, with a caution that evening events are unpopular with people who need to get home to their families.

Update on last meeting’s American Disability Act issue at the South Street Landing garage: the accessible door has received approval from lease owner Wexford and is going to be installed.

Upcoming Events and Reminders:

- Chipotle Fundraiser for Brown Gives | December 10 | 4-8 p.m. | 235 Thayer Street
- Holiday Party | December 11 | 3-5p.m. | South Street Landing 4th Floor

The next scheduled SAC meeting is on Tuesday, December 10 at 12 p.m. at Sharpe Refectory, Chancellor’s Dining Room.