

What Senior Leaders Need and Expect from Human Resources



36 Years as Administrative VP

- Human Resources
- Finance and Budgeting
- Information Technology
- Research and Planning
- Facilities Management and Capital Construction
- Public Safety
- Auxiliary Services



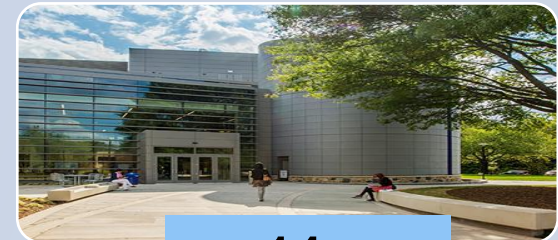
9 Years

Lincoln Land Community College
Rural Central Illinois
10,000 Student HC
325 FT Faculty and Staff; 350 PT



13 Years

Camden County College
Suburban Philadelphia
9,000 Student FTE
25,000 Student HC
480 FT Faculty and Staff; 500 PT



14+

Community College of Baltimore County
Suburban Baltimore
15,000 Student FTE
55,000 Student HC
1,400 FT Faculty and Staff; 4,000 PT

What's in the head of a CFO or COO?



- What do I want from all managers?
- What do I expect specifically from HR managers?
- How can HR managers help me during this pandemic?

Know Thine self Boss and Subordinates

Continuum of Key Attributes

Silo Oriented	Holistic Thinker
Detail Oriented	Focus only on the Big Picture
We always did it this way	Reinvent the Wheel Every Time



THE BIG FIVE PERSONALITY TEST



COLORCODE
Personality science.

**16-TYPE
MODEL OF PERSONALITY**

The
MBTI®

Job or Career?



If you worked at General Mills...

If you worked at Amazon...



Know the business of Higher Education

- Inside Higher Ed
- Chronicle of Higher Education
- Community College Times
- University Business Daily



As a manager,
It's All About ME!



Not!...



Trustees



Prospective Students

Current Students



County and State Legislators



The Media



Employees
Policy Implementers
Communicators
Interested Parties
Disinterested Parties



THE Public



How shall we
build Rome?

Brick by brick
my citizens,
brick by brick

“GREATNESS IS NOT A FUNCTION OF CIRCUMSTANCE. GREATNESS IS LARGELY A MATTER OF CONSCIOUS CHOICE, AND DISCIPLINE.”

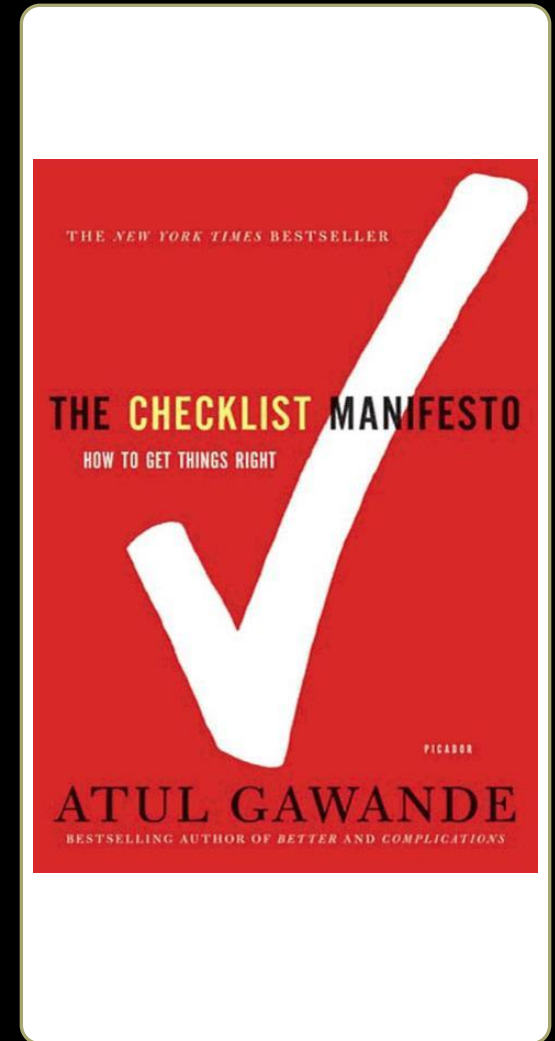
Jim Collins
Good to Great



Standardization and the Checklist

“Avoidable failures are common and persistent, not to mention demoralizing and frustrating, across many fields... *the volume and complexity of what we know has exceeded our individual ability to deliver its benefits correctly, safely, or reliably.*

Knowledge has both saved us and burdened us. That means we need a different strategy for overcoming failure... And there is such a strategy—though it will seem almost ridiculous in its simplicity. *It is a checklist.*”



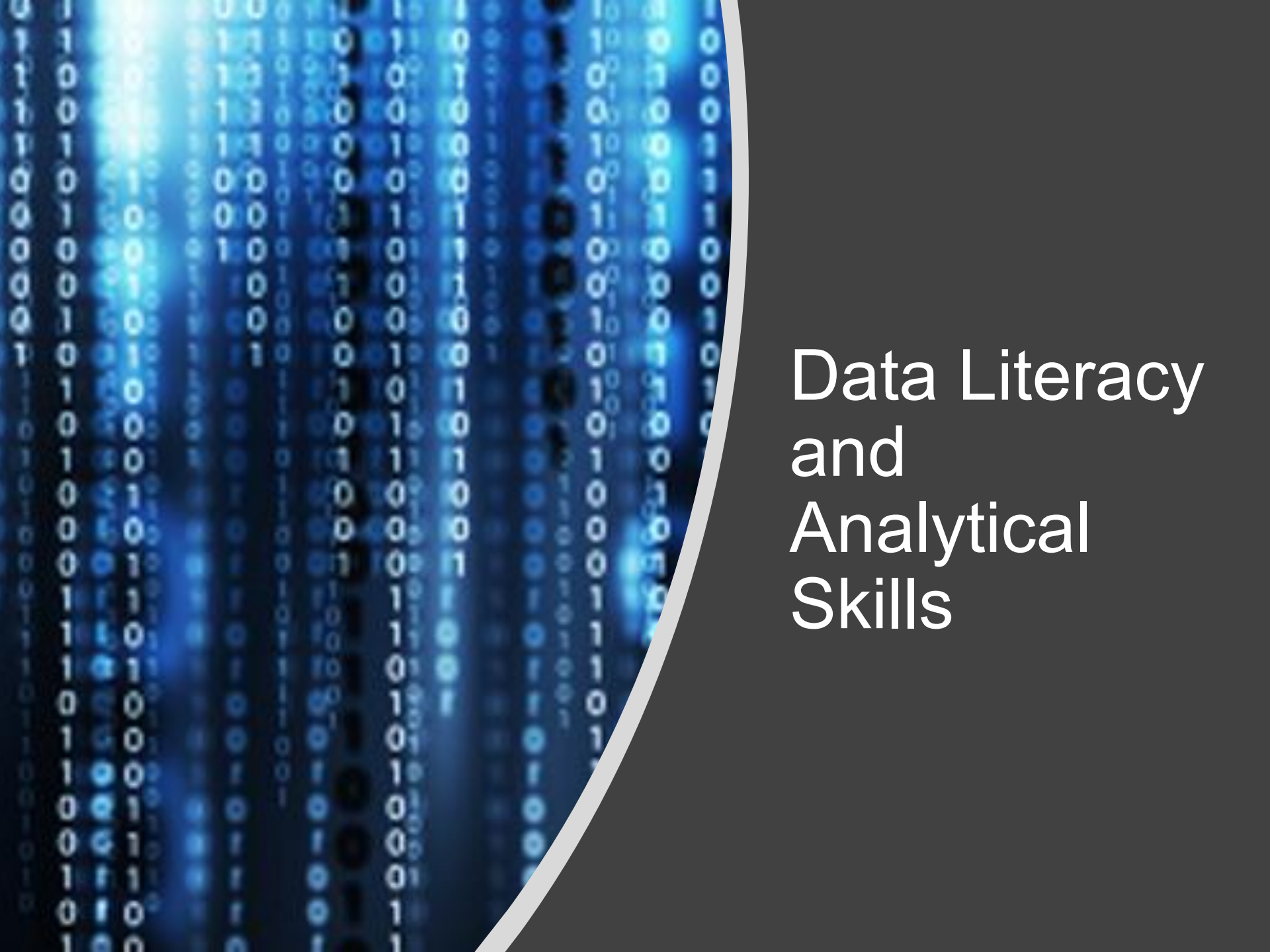


Look for the Broken Windows

- Small Issues
- Quality of Life Crimes
- Deviations from Standards

Who's
Got the
Monkey?





Data Literacy and Analytical Skills

Expectations for All Managers

- Acknowledge and Accommodate Different Work Styles
- Know Higher Education
- Review the Issue from Each Constituency's Viewpoint
- Effective Change is Incremental
- Standardize with a Checklist
- Sweat the Small Stuff – Fix the Broken Windows
- Delegate Effectively
- Hone your Data Literacy and Analytical Skills

HUMAN RESOURCES



Characteristics of an Ideal HR Leader

TRUST AND CONFIDENTIALITY IS PARAMOUNT



- Full disclosure
- Subject matter expert who can “translate” guidance
- Until your VP demonstrates otherwise, don’t assume that its always about money



Run a Solid Operation

Effectively and Efficiently
Complete the Business of HR

- Employees Hired, Compensated, Trained, Evaluated, and Kept or Made Successful
- Key Performance Indicators

Some Key Performance Indicators at CCBC

- Recruitment – Days from Posting to Hire
- Percentage of Internal Promotions
- Employee Turnover
- Employees and Total Lives Covered under CCBC Insurance
- Employees on Family Medical Leave
- Number of Complaints and Days to Close
- Exit Interview Capture Rate for Voluntary Terminations
- Number of Employees on Performance Improvement Plans
- Attendance at Training Programs
- Unemployment Claims
- Workers' Compensation Cases
- Number of Employees on Light Duty
- Annual Faculty and Staff Survey Scores

Connect with the Big Picture

How can HR further the College's Goals?

- Goal to Merge and Integrate Three Colleges *led to* Phased Compensation and Classification Study for All Employees
- Goal to Leverage Technology *led to* Consolidated Training Catalog and Schedule (HR, IT, Pedagogy)
- Goal to Address Social Justice *led to* Expanded Diversity, Equity and Inclusion Efforts

Be *Even More* Attuned to Stakeholders and Constituencies

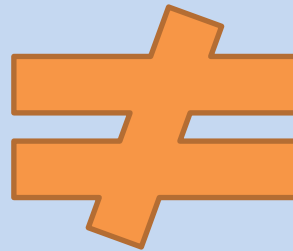
- Understand each department's ethos with unique support packaging
- CCBC uses business partner model for employee relations
- College is one legal entity so there are guardrails for individuality



Risk Management Approach

<<< WARNING >>>

**Risk
Elimination**
n

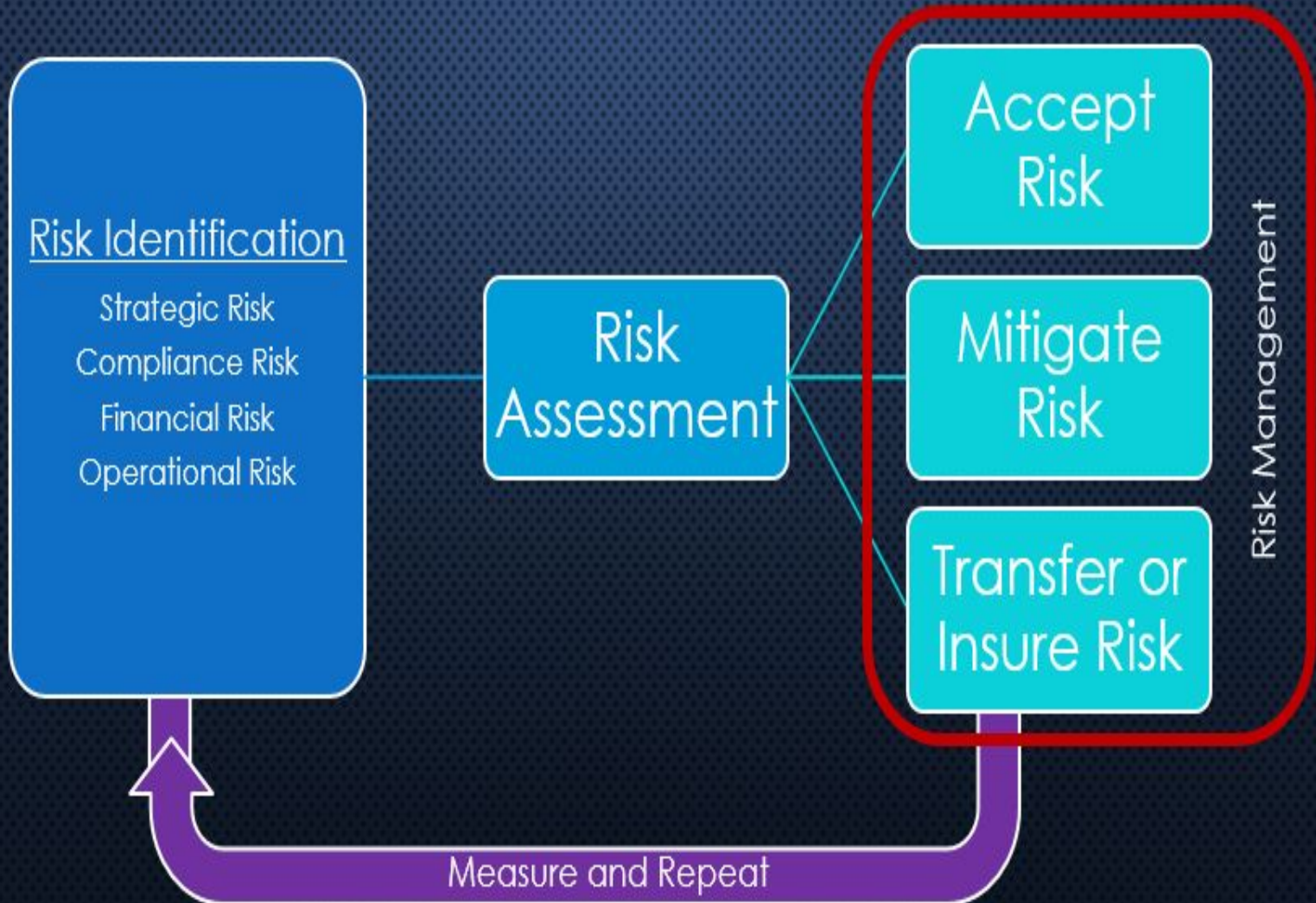


**Risk
Mitigation**
n

**Tolerance for
Risk**

CCBC'S RISK MANAGEMENT PROGRAM

Board of Trustees Risk Oversight: Board Policy 4.12



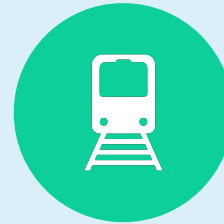
Expectations for HR Managers



BE TRUSTWORTHY
AND
CONFIDENTIAL



BE A RELIABLE
PARTNER



RUN A SOLID
OPERATION



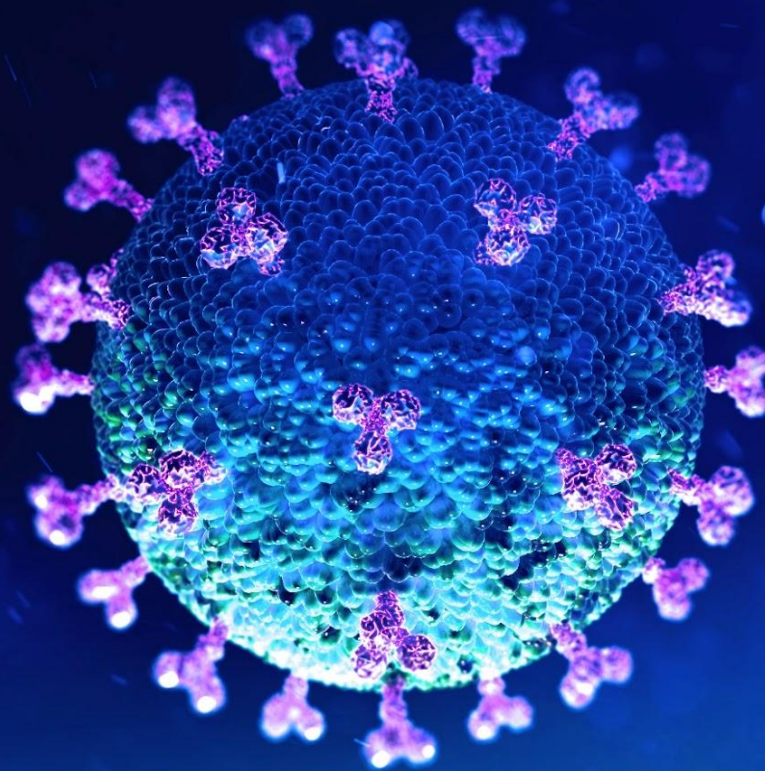
KNOW AND SHARE
THE DATA



CONNECT WITH
THE BIG PICTURE



MANAGE RISK



Important HR Contributions for
Managing within a Pandemic



**Pre-Screening
and Monitoring**



**Social
Distancing and
Personal
Protective
Equipment**



**Hygiene,
Cleaning and
Disinfecting**



**Communication,
Training and
College Culture**



**Case
Management,
Tracing and
Response**



**Five Defensive Pillars Encircle CCBC's
Service and Instructional Delivery for Each Phase**

CCBC's Phased Opening

**CCBC
Phase 0
March - May**

Remote and Online
Instruction

Restricted
Operations

Most Employees
Telework

Some Essential
On Campus Work

**CCBC
Phase 1
May 26**

In Person Testing
and Capstone
Instruction for
Specialized
Programs

Reduced
Operations

Additional
On Campus
Essential
Work

Many
Employees
Continue to
Telework

**CCBC
Phase 2A
June 15**

Face to Face
Classes with
Restrictions

On Campus Work
with Physical
Distancing
Restrictions

Some Employees
Alternate between
On Campus Work
and Telework

Some Services
are Available On
Campus

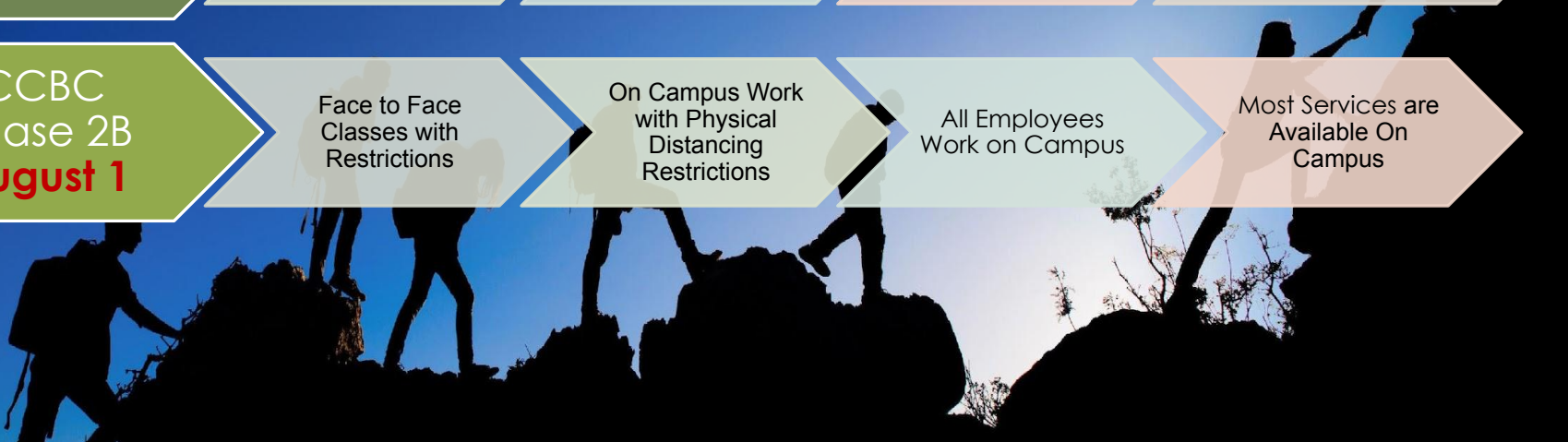
**CCBC
Phase 2B
August 1**

Face to Face
Classes with
Restrictions

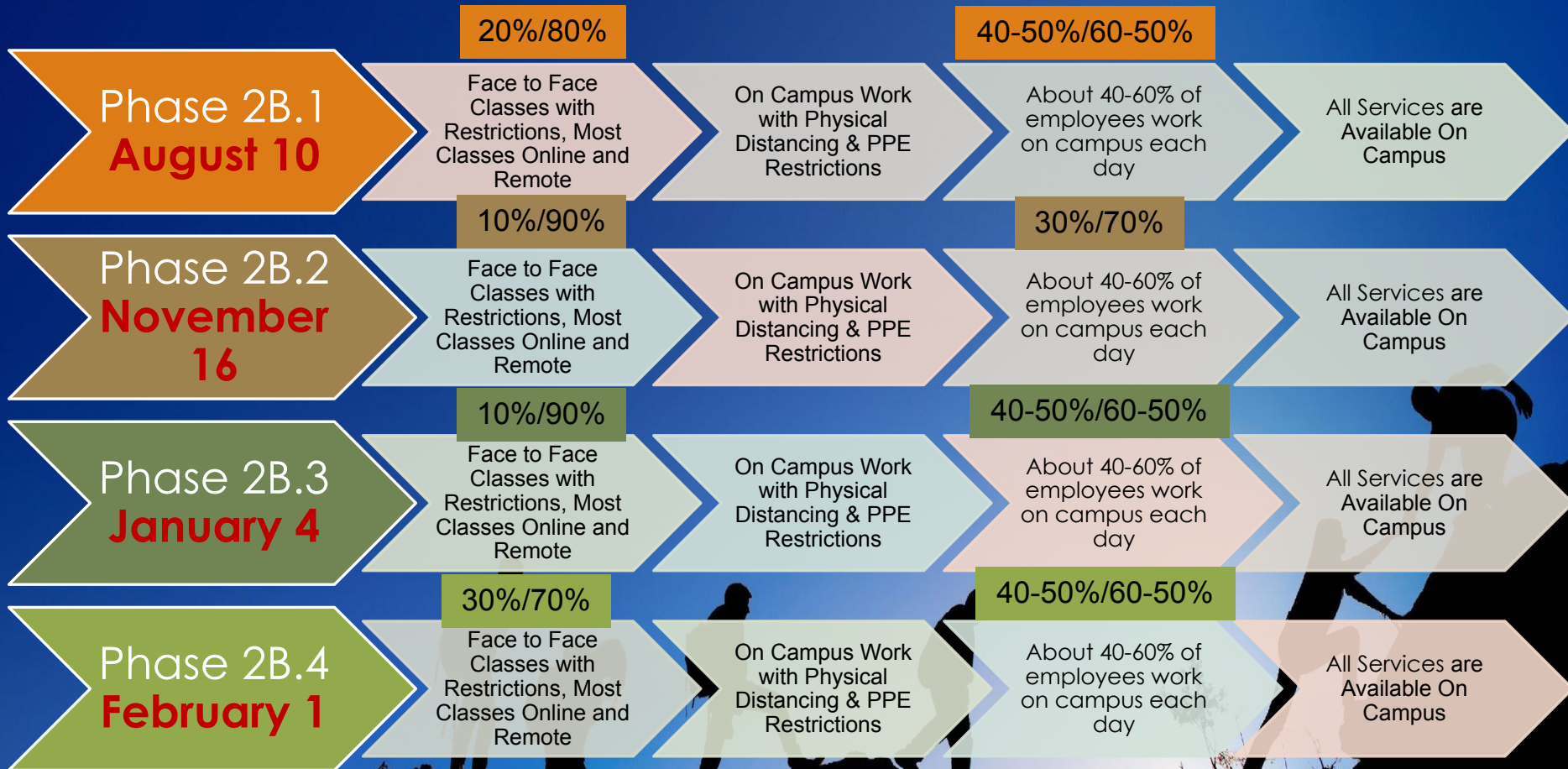
On Campus Work
with Physical
Distancing
Restrictions

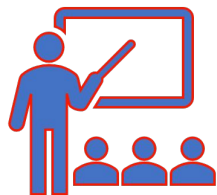
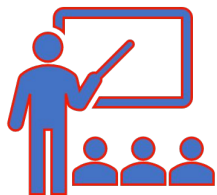
All Employees
Work on Campus

Most Services are
Available On
Campus

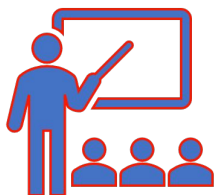


CCBC's Phased Opening





CCBC's business needs, by department, will determine who can telework and how often.



- The number of employees in each unit who may telework will be based on the unit's business needs.
 - All student-facing services must be available in person and on-site.
 - Most employee-facing services must be available in person and on-site.
 - No unit can successfully complete all of their work if all employees in the unit telework at the same time.
 - The business needs of a unit can change according to season, enrollment cycle or other time sensitive task.
- All employees will need to be on site in some units. In other units, only a few employees will be required to be on site.
- Some employees cannot telework because they are supervisors or senior leaders who presence is required on site to effectively complete their duties.

Telework during Phase 2B

- All departments must offer regular on-site services every work day. Staffing can be decreased based on in-person volume.
- About 40-60% of full-time staff will telework each work day.
- In order to telework, employees must be able to complete at least 90% of regular pre-COVID job duties via telework.
- Strict requirements for employee productivity and performance. Flexible schedules if they meet business needs.
- New workload determines the hours for part-time employees.

All On-site Work

College Leadership

Staff who cannot complete at least 90% of their duties remotely

About 35% of unit 2 classified employees

All Public Safety and Facilities Management Staff

Employees whose performance and productivity is changed by telework

Alternate Telework and Work On-Site

Staff who can complete at least 90% of their duties remotely.

Many administrators and most professionals

About 65% of unit 2 classified employees

Some parents of school age children, provided 100% of the employee's work is completed

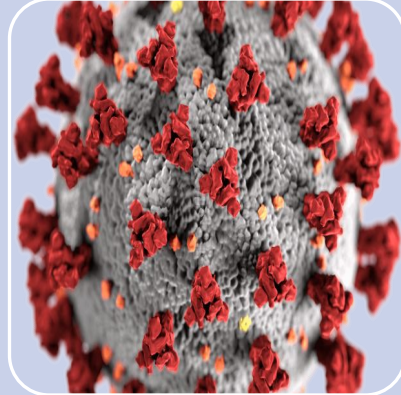
All Telework

Employees with a disability or a higher risk of COVID-19

Some parents of school age children, provided 100% of the employee's work is completed

Those who want telework for their emotional or mental peace of mind

If you need or want to telework or teach online/remote **EXCLUSIVELY**



Certification of an on-going disability that requires accommodation

Employee has increased risk or might have increased risk of severe illness

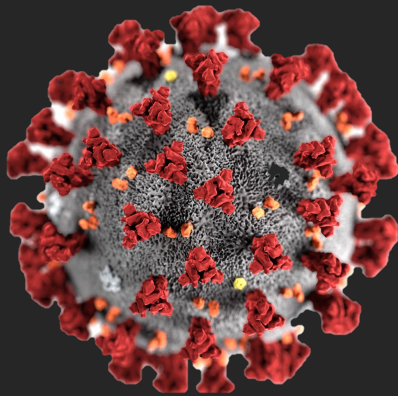
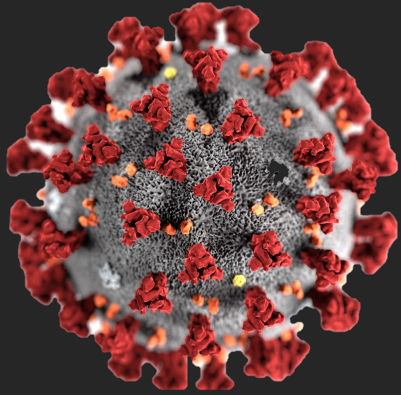
Household member has increased risk or might have increased risk of severe illness

Employee has young or school age children that need care some or all of the time because their child care or school is closed or virtual

Employee's own emotional and mental peace of mind

Case Management, Tracing and Response

Employee "tree" and Student "tree"



Reported COVID-19 Illness
On campus Screening Failure

Employees: Human
Resources Department

Benefits, Leave and
Insurance Support

Determine Adjacent
Students or Employees

Students: Student Life
Department

Connection to Community
Resources

Four Critical Rules at CCBC

1. If you are sick, stay home and rest.
2. Wear a face covering properly.
3. Stay at least six feet apart from others.
4. Wash your hands and use hand sanitizer frequently.



Call out others who don't follow safe practices.



Short Answer

Provide information to CCBC by (any of the following):

1. Calling HR at 443-840-5150.
2. Pressing the COVID Icon on the Daily Post and completing the form.
3. Completing the form on the screening app “red screen”.



What should you do if your co-worker or student has been exposed to the coronavirus?





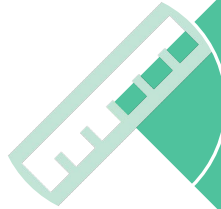
How can I help my team?



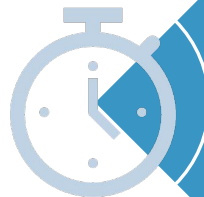
Be a Role Model.
Practice the CCBC
required behaviors.



Demonstrate the
correct way to wear
different face
coverings.



Demonstrate six
feet in your work
area.



Demonstrate
15 minutes with a
timer.



Share the Safety
Pledge.

Educate and
train.

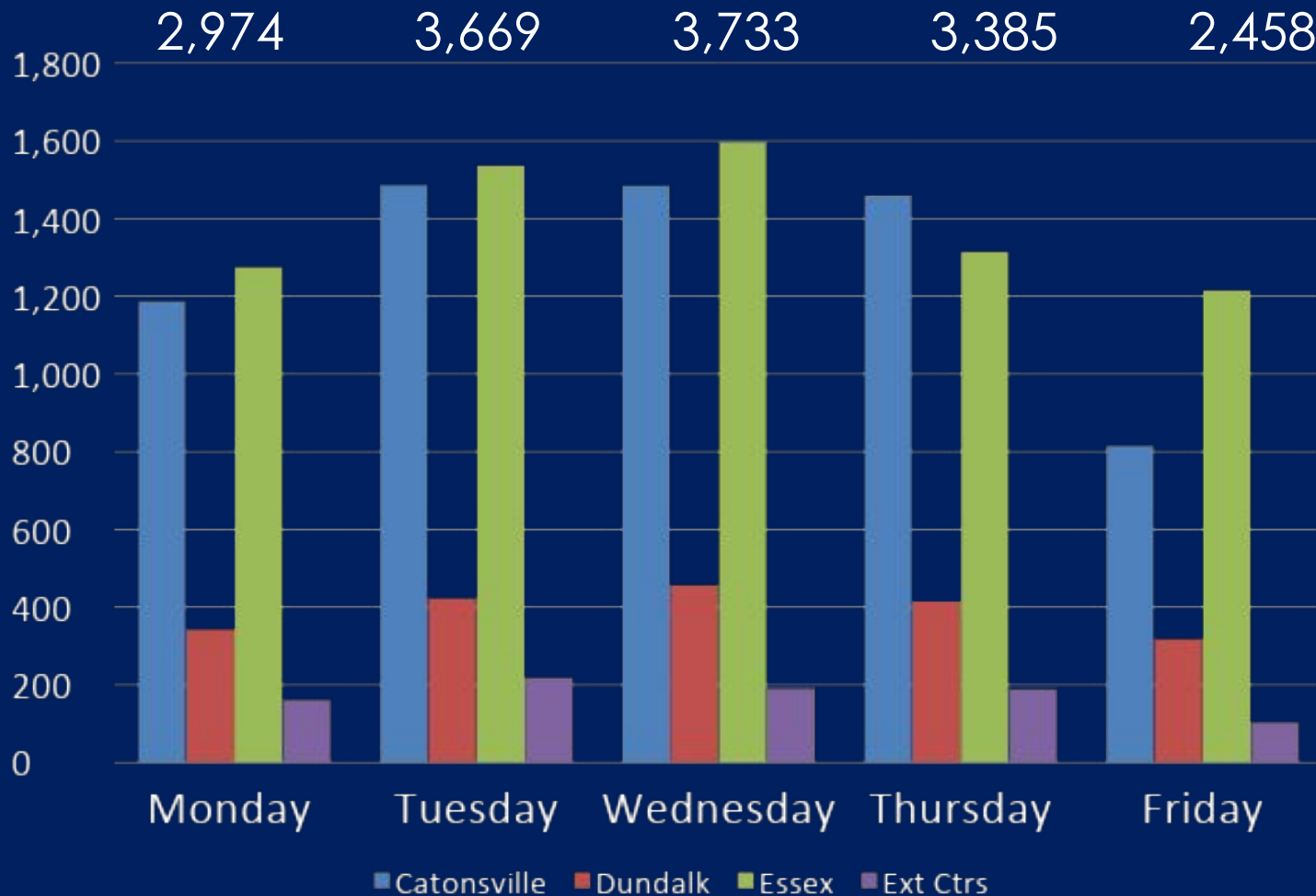
Make sure your
work area is
engineered for
COVID safety.

Have a COVID
awareness
contest in your
department.

Reward the right
behavior.

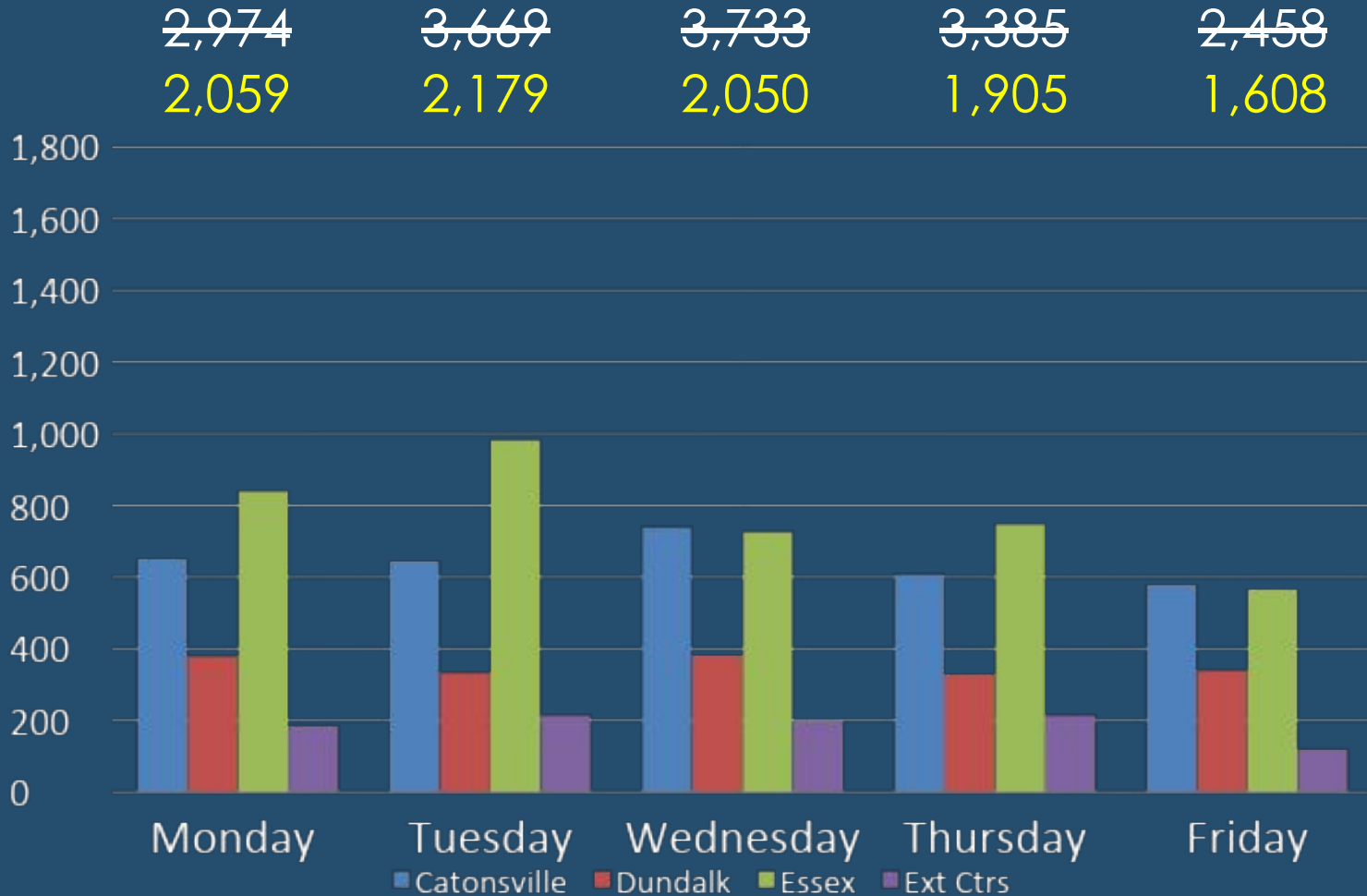
Call out unsafe
practices.

ON AVERAGE, 3,700 – 2,400 PEOPLE ON SITE DURING THE FIRST 8 WEEKS OF THE FALL SEMESTER



5 COVID
POSITIVES PER WEEK
ON AVERAGE

2,200 – 1,600 PEOPLE ON SITE DURING THE WEEK OF NOVEMBER 30



During the
Thanksgiving
Covid Spike

HR Management During a Pandemic

- Essential Employee Designation
- Hazard Pay
- Telework Policies
- Certification of Disability of Higher Risk of Complications from Covid
- Accommodating Parents of School Age Children
- Leaves of Absence
- Contact Tracing and Medical Support
- Guidelines for Employee Quarantine and Return to Work
- College Culture and Connection

Thanks for
Leading Your
Institution's HR
Functions

