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+ Years
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

<table>
<thead>
<tr>
<th>Continuum of Key Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silo Oriented</td>
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<tr>
<td>Detail Oriented</td>
</tr>
<tr>
<td>We always did it this way</td>
</tr>
<tr>
<td>Holistic Thinker</td>
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<tr>
<td>Focus only on the Big Picture</td>
</tr>
<tr>
<td>Reinvent the Wheel Every Time</td>
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</tbody>
</table>

### The Big Five Personality Test

- Open to New Experiences
- Extraverted
- Agreeable
- Nervous / High-Stress

### 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!....
Current Students

Prospective Students

Trustees

The Media

Employees
Policy Implementers
Communicators
Interested Parties
Disinterested Parties

County and State Legislators

THE Public

Stakeholders
Brick by brick my citizens, brick by brick

How shall we build Rome?
“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

James Q. Wilson
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 it’s 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

Risk Elimination ≠ Risk Mitigation

Tolerance for Risk
CCBC’S RISK MANAGEMENT PROGRAM

Board of Trustees Risk Oversight: Board Policy 4.12

- Risk Identification
  - Strategic Risk
  - Compliance Risk
  - Financial Risk
  - Operational Risk

- Risk Assessment
- Risk Management
  - Accept Risk
  - Mitigate Risk
  - Transfer or Insure Risk

Measure and Repeat
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
Five Defensive Pillars Encircle CCBC’s Service and Instructional Delivery for Each Phase

1. Pre-Screening and Monitoring
2. Social Distancing and Personal Protective Equipment
3. Hygiene, Cleaning and Disinfecting
4. Communication, Training and College Culture
5. Case Management, Tracing and Response
# CCBC’s Phased Opening

<table>
<thead>
<tr>
<th>Phase 0</th>
<th>Remote and Online Instruction</th>
<th>Restricted Operations</th>
<th>Most Employees Telework</th>
<th>Some Essential On Campus Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>March - May</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>In Person Testing and Capstone Instruction for Specialized Programs</th>
<th>Reduced Operations</th>
<th>Additional On Campus Essential Work</th>
<th>Many Employees Continue to Telework</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 26</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Phase 2A</th>
<th>Face to Face Classes with Restrictions</th>
<th>On Campus Work with Physical Distancing Restrictions</th>
<th>Some Employees Alternate between On Campus Work and Telework</th>
<th>Some Services are Available On Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 15</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 2B</th>
<th>Face to Face Classes with Restrictions</th>
<th>On Campus Work with Physical Distancing Restrictions</th>
<th>All Employees Work on Campus</th>
<th>Most Services are Available On Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 1</td>
<td></td>
<td></td>
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</tbody>
</table>
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 productively 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
- Those who want telework for their emotional or mental peace of mind

### 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
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?
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.

How can I help my team?
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