



RUTGERS

UNIVERSITY HUMAN RESOURCES

Bi-Monthly HR Liaison Meeting

August 14, 2023



Agenda

- Welcome and Opening Remarks
- New Presidential Employee Excellence Recognition Program
- FlexWork@RU Pilot Program Extension
- New Employee Orientation Resources and Scheduling
- Returning to Rutgers Employment for Retirees
- OneRED Leader Coaching
- Q&A

New Presidential Employee Excellence Recognition Program

Melissa Marrero, Acting AVP HR
Administration



Presidential Employee Excellence Recognition Program Overview



- In an effort to balance the prestige and honor associated with a Presidential Recognition while ensuring access to employees at all levels of the institution, the committee developed 5 award categories.
- Each award category is aligned to one of the President's value propositions and can accommodate individual and/or team nominations.
- Eligibility criteria and a nomination process are available on the recognition program website.

Award	Brief Description
Rutgers Gateway Award Service to Students	<p>Recognizes staff, faculty, or a team of employees who go to exceptional lengths to remove barriers and provide access to those pursuing a Rutgers education. Recipient(s) recognize(s) the value of a diverse student body as well as the challenges students often face and seek(s) to make education more accessible and more attainable. This award is presented to those who initiated innovative solutions, provided extraordinary value or service that led to exceptional outcomes for our students and the Rutgers community.</p>
Rutgers Gateway Award Service to Employees	<p>Recognizes staff, faculty, or a team of employees who go to exceptional lengths to remove barriers in order to build a more positive work environment, improve employee engagement and morale, and create operational efficiencies through forward-thinking process improvements. Recipient(s) recognize(s) the value of a diverse workforce and encourage cross-departmental teamwork to address shared challenges and improve workplace culture. This recognition strives to spotlight complex initiatives or practices that highlight how to make changes, innovate, and navigate institutional barriers to improve everyday work for employees and the Rutgers community. These may include collaborations, cross-unit improvements to systems or processes, clarifying roles and structures, or bringing about broad cultural change to showcase what Rutgers can accomplish when we collaborate to function at our best.</p>

Award	Brief Description
<p>Rutgers University Spirit Award Individual and/or Team Nominations will be Accepted</p>	<p>This award category celebrates differences and recognizes significant contributions to cultivating a beloved community—one in which all members are working together and are heard—at Rutgers University. This individual or team exemplifies this spirit by promoting and advancing dialogue, mutual respect, and a spirit of belonging in order to create a healthy Rutgers ecosystem.</p> <p>The recipient(s) of this award embody the principles of a beloved community and model an exceptional commitment to the values of diversity, equity, and inclusion.</p>
<p>Rutgers Outstanding Service Award Individual and/or Team Nominations will be Accepted</p>	<p>Rutgers is committed to serving the common good, to making a difference in the worlds of ideas, of politics, of social justice, of innovation, of invention, of business, of health, of local need, of national discourse, and of global priorities.</p> <p>This award recognizes faculty, staff, and/or a team who demonstrate a relentless determination to make a lasting difference beyond the university's borders. The recipient(s) display(s) a demonstrated commitment to moving society towards a greater common good and encourage(s) constructive collaboration in service to our local and global communities.</p>

Award	Brief Description
<p>Pride of Rutgers Award Individual and/or Team Nominations will be Accepted</p>	<p>The Pride of Rutgers Award is given to those who exemplify the university's value propositions through their day-to-day actions. This award recognizes university staff members who:</p> <ul style="list-style-type: none"> ▪ exceed the expectations of their day-to-day tasks; ▪ provide exceptional customer service taking the time to understand the needs of our students, staff, patients, and/or visitors to meet their needs consistently and effectively; ▪ serve as problem solvers and find innovative ways to save time, money, or other resources; and ▪ demonstrate consistency in getting the job done right and on time.

- **July 31, 2023:** Announcement from President Holloway to all faculty and staff systemwide
- **Week of August 14:** Announcement to HR Liaisons and communications sent from each Chancellor's Office to their respective campus communities
- **Week of August 28:** Targeted announcements from committee members to colleagues
- **September 22, 2023:** President's announcement during Senate address
- **October 16, 2023:** Nomination application deadline
- **November 3, 2023:** Committee reviews and proposes award recipients to President Holloway
- **November 17, 2023:** President invites endorsed recipients to reception ceremony
- **December 2023:** Host reception ceremony





Presidential Employee Excellence Recognition Program

01:59

Office of the President

President Holloway

About the President

Publications

Academic Freedom/Free Speech

Communications

Recognition Awards

Inauguration



Presidential Employee Excellence Recognition Program

At Rutgers, we are committed to recognizing that everyone—every single one of us—has a critical role to play in the success of the university. Rutgers is a remarkable place because you make it so. We are one university, and we need to talk more often about those things that make us excellent.

FlexWork@RU Pilot Program Extension

Melissa Marrero, Acting AVP
HR Administration



FlexWork@RU Pilot Program Extension

- On June 30th, an email announcement was sent to all faculty and staff notifying them that the FlexWork@RU Pilot Program has been extended through August 31, 2024
- All currently approved flexible work arrangements set to expire this month, **with the exception of fully remote work arrangements which were approved for only one year or shorter**, will be automatically extended in the FlexWork@RU Application System
- You do not need to take any further action for this extension to be applied to your current flexible work arrangement, unless you were granted permission for a temporary or fully remote work arrangement

FlexWork@RU Pilot Program Extension

- The system sends out auto-generated notices when a flexible work arrangement is expiring; these notices can be ignored this year unless they are for a fully remote work arrangement
- Staff employees who wish to change or apply for a new flexible work arrangement may visit futureofwork.rutgers.edu
- The system will open for updates on August 31, 2023
- Although University Policy 60.3.22 is applicable to nonaligned staff, it will continue to be relaxed to allow maximum participation across all staff while we negotiate with our labor unions
- A reminder email will go out later this week to all faculty and staff, but we encourage you to share this information

Rutgers Future of Work

Capitalizing on lessons learned over three years of remote work and virtual student services and instruction, Rutgers established a Future of Work (FoW) Task Force to help determine our best path forward and support the evolving needs of our community.

Quick Links

[Future of Work Home](#)[FlexWork@RU Program Guidelines](#)[Training and Resources](#)[Future of Work FAQs](#)[Communications](#)

The FlexWork@RU Pilot Program has been extended through August 31, 2024. All current flexible work arrangements set to expire on August 31, 2023, with the exception of fully remote work arrangements which were approved for only one year or shorter, will be automatically extended in the FlexWork@RU Application System. Read the full announcement from Sr. Vice President Vivian Fernández.

On June 23, 2022, President Holloway endorsed the recommendations of the Future of Work Task Force with an immediate focus on the implementation of flexible work arrangements and caregiver support options. View the full Task Force Report.



Presidential Employee Excellence Recognition Program

The goal of the recognition program is to strengthen institutional pride and build on the ideal of a beloved community where employees are engaged, productive, valued, and rewarded for their contributions.



Flexible Work Arrangements

The FlexWork@RU Pilot Program expands the current flexible work arrangement offerings available to eligible employees through August 31, 2024.



Caregiver Support Pilot Program

The Caregiver Support Pilot Program available through August 31, 2024 offers eligible employees access to the world's largest network of child and adult caregivers to meet all of your unexpected care needs.

Questions

Please
use the
chat box
to type in
your
questions



New Employee Orientation Resources & Scheduling

Lorraine Meltzer,
Director of Benefits & Wellness



New Employee Orientation Updates

Since our return to in-person orientations in January 2023, we've implemented the following changes:

- New Email Content *
- New Hire Benefit Checklist *
- UHR Greeters
- Streamlined Orientation Packet
- Rutgers Welcome and History returns
- Online Voluntary Self Identification via one QR code
- OneSource Overview
- Online Surveys via QR code *

* *will review in more detail*

New Employee Orientation Email

Welcome to Rutgers University

Hello!

On behalf of University Human Resources, we would like to welcome you to Rutgers, The State University of New Jersey.

You are scheduled to attend an in-person New Employee Orientation this upcoming **Monday [MONTH DAY YEAR] at **9 AM** in ASB II located at 57 US Highway 1, New Brunswick, NJ. Please arrive promptly and allow time to find parking and check in at the front desk.**

As part of your New Hire Process, it is imperative to follow the attached **New Hire Benefits Checklist** in accordance with the recommended timelines to ensure your benefits are available to you/your family in a timely manner. Along with this checklist, we encourage you to review:

- [Information about Rutgers New Brunswick with important links](#)
- NEO Orientation presentation (attached)
- NEO Benefits Slides- RU Non-State(attached)
- Login information for BenefitSolver (attached)

Please note, that according to our records, you will be participating in the following pension plan: (Note: We will indicate either Alternate Benefit Plan (ABP) or Public Employees' Retirement System (PERS in this section. The entire section will be removed for any non pension eligible new hires as well) This information can also be found in your offer letter.

We look forward to meeting you in person on Monday. Please reply directly to this email if you have any questions or concerns.

Thank you!

Welcoming Our New Employees to RUTGERS

What You Need to Know About Enrolling in Your New Benefits

We are excited to have you join the Rutgers team! This new hire benefits enrollment checklist will help you navigate through your first 7, 14, and 30 days at Rutgers. We encourage you to visit our [New Employee Welcome website](#) and reach out to the [OneSource Faculty & Staff Service Center](#) with any questions.

Your To Do List | First 7 Days

- NetID Activation:** Once your employee record is created in our system, you will receive an email from the Office of Information Technology (OIT) advising you to activate your NetID. The activation of your NetID will also establish your Rutgers email address.
- Direct Deposit:** You can sign up for direct deposit and complete your W-4 forms by logging in with your NetID on the [myRutgers Portal](#) and clicking the Employee Self-Service tab.
- Parking:** Once you have your NetID and you've received your first paycheck, you must register for a parking permit. [Visit the IP&O website](#) to register.
- RUConnection Photo ID Card:** For most Rutgers buildings, you will need to swipe your ID card to obtain access. Visit the [IAM website](#) and follow the on-screen instructions to upload a photo. Once approved, visit your nearest [ID card office](#) to pick up your ID card. *Please note, only the cardholder may pick up their ID.*

Your To Do List | First 14 Days

- Enroll in State Health Benefits Program:** Once you receive the notification from BenefitSolver (info@businessolver.com) to enroll, usually at day 10, [visit the myNewJersey portal](#). First time users must create an account. You will need your SSN and Date of Birth. **Use Company Key: SHBP/SEHBP.**

- Mandatory Retirement Program Enrollment:** Refer to your offer letter to confirm which retirement program you are eligible to enroll in.

ABP Enrollment

1. Open an account by [contacting the investment carrier](#).
2. Complete the [ABP Enrollment Application](#) and the [Salary Reduction Form](#). Select the investment carrier(s) you want your contributions invested with ensuring percentages are whole numbers and total 100%.
3. Submit both forms to [OneSource](#).*
4. Mail [the completed Designation of Beneficiary forms](#) directly to the NJDPB to the address listed on the form after ABP deductions are reflected on your paycheck.

PERS Enrollment

1. Complete sections 1-8 of the [PERS Enrollment application](#).
2. Upload the form using the [Retirement Plan Request](#)*.
3. [Register](#) with Member Benefits Online System (MBOS) after receiving your certification in the mail.

- The Premium Option Plan (POP):** Employees declining pre-tax medical and/or dental insurance must fill out a [Declination of POP form](#). Once complete, submit the form to [OneSource](#)*.

Your To Do List | First 30 Days

- Optional Tax Savings Plan Enrollment:**

[Unreimbursed Medical/Dependent Care Flexible Spending Account](#): Call Further at 866-999-3531 Monday through Friday from 8 a.m. to 9 p.m. ET or visit the [FSA Enrollment website](#).

[Commuter TaxSaving Programs](#): Enroll in the Commuter TaxSaving Program by calling the OneSource Service Center at 732-745-SERV (7378).

Complete Anytime

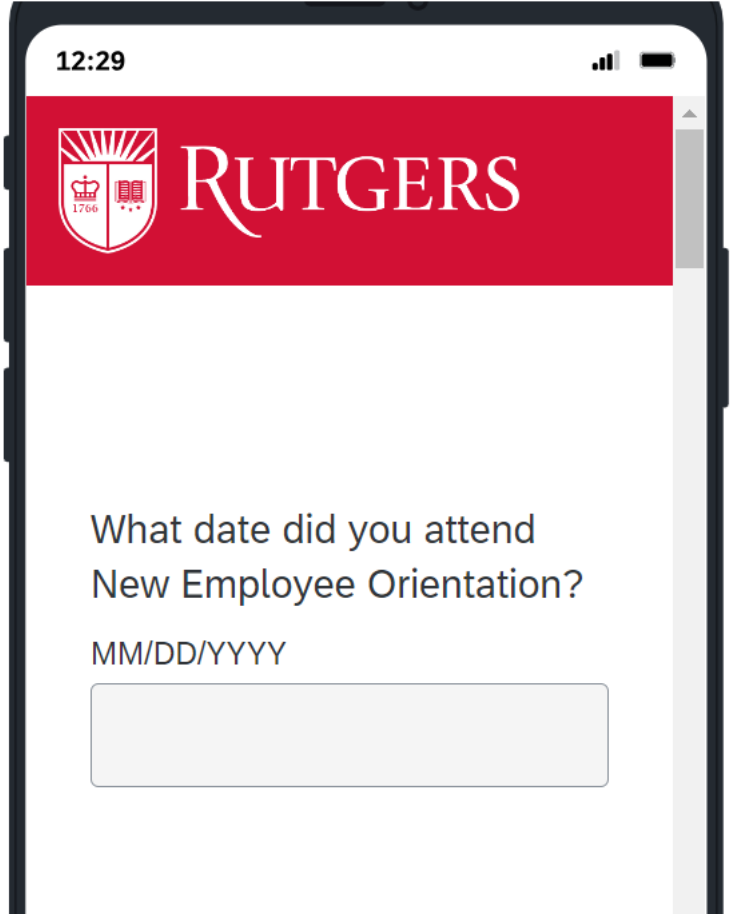
Enroll in Optional Investment Plans:

- [Voluntary 403\(b\) Savings Programs for Employees in ABP](#)
- Voluntary 403(b) Savings Programs for Employees in PERS/PFRS
- [Additional Contributions Tax-Sheltered Programs \(ACTS\)](#)
- [Supplemental Annuity Collective Trust \(SACT\)](#)

Employees in PERS, PFRS, and ABP

- [NJ State Employees Deferred Compensation Plan \(457 Plan\)](#)

NEO Surveys



Scan this QR Code to preview your survey on your own device.

- QR Codes specific to orientation location
- Featuring new survey questions

NB NEO Registration Reminders

- As you are aware, around this time of the year especially, most new employee orientations are at or above capacity.
- Please register your new employees to ensure they have a seat reserved and the correct materials which are sent in advance of each session.
- Choose an orientation date on or after the new hire's start date.
- We will host NEO sessions twice per week during the weeks of August 21 and throughout September (5, 7, 11, 12*, 18, 19, 25 and 26) to accommodate more employees during this peak hiring season.
- TA/GA orientation will be held on August 30th. The September 12th session is for 10-month TA/GAs in NB only. No mass enrollments available.
- Benefit Fairs in October may move one NEO in ASB II from a Monday to another day that week.

Rutgers-Newark NEO Sessions

Please find below the upcoming New Employee Orientation sessions for the Newark campus and applicable registration links:

- August 21st , 2023 – *In-Person* | [REGISTER](#) | SPAA Room 203 111 Washington St.
- September 5th, 2023 – *In-Person* | [REGISTER](#) | SPAA Room 203 111 Washington St.

Specifically for 10-month employees:

- September 6th, 2023 – *Virtual* | [REGISTER](#) | WebEX
- September 8th, 2023 – *Virtual* | [REGISTER](#) | WebEX

ID Cards at NEO Sessions

Rutgers-New Brunswick and RBHS at Newark

- Participants can obtain their ID cards in the office(s) where they attend the orientation.

Rutgers-Camden

- New employees can obtain their RUIDs at the Impact Booth in the Camden Campus Center at any time:
<https://ipo.rutgers.edu/publicsafety/iam/staff-faculty-guest-id>.
- On NEO day, they tour and have lunch at the campus center, so they are able to grab their RUID if they need/choose to do so.

Rutgers-Newark

- New employees are directly to upload their images online utilizing the link above and can collect their ID cards in the office located in the Blumenthal Building.

Questions

Please
use the
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Working
After
Retirement

Retired Employees Returning to Work at Rutgers

Donna Louis, Director
Business Partner Services



Returning to Work at Rutgers

- The State of New Jersey has strict regulations regarding employees returning to work after retirement from Rutgers, or any State agency.
- State laws and retirement system regulations do not expressly prohibit retirees from returning to the Rutgers workforce, but there are some considerations for the Retiree and a process for departments hiring a Retiree.
- Additional information and resources will be available on the HR Liaisons Resource Library (<https://uhr.rutgers.edu/hr-professional/hr-liaisons>).
- Next, we will cover a few items retirees and departments need to know.

What Retirees Need to Know

- Retirees failing to meet retirement system rules upon returning to work can have very serious implications for their retirement benefits.
- Retirees returning to service prior to satisfying the requirements of a bona fide severance of employment, may be required to repay all retirement benefits received from the date of retirement.
- Retirees are strongly encouraged to reach out to NJ Division of Pensions and Benefits *prior* to considering returning to employment.



What Departments Need to Know

- Retirees cannot be rehired into the same job title.
- There should be no pre-arrangement for a return to work made prior to the actual retirement date.
- There must be a Bona Fide separation of employment for a period of 180 days before the individual is rehired.
 - *Employees that work a 10-month school year and retire on July 1 or August 1 must count the 180-day severance of employment from the start of the following normal school year in September. As an example, a July 1 retiree would not be eligible to return to work prior to March of the following year.*
- The above is not applicable to faculty retirees providing services on a voluntary, unpaid basis as they are subject to the limitations under the Faculty Transition to Retirement Program. Accordingly, they do not need to go through the rehired retiree review processes outlined on the next slide.

What Departments Need to Do

- Contact UHR Benefits and Wellness (Michelle.Brugnoli@rutgers.edu) **upon the identification** of a state retirement system retiree, who is being considered for hire.
- Complete the “Retiree Returning to Work” packet **before you finalize your hiring decision** and return the completed packet to UHR.
- UHR will review and determine if the candidate is eligible for hire.
- If eligible for hire, UHR Certifying Officers will sign off and submit to the New Jersey Division of Pension and Benefits (NJDPB).
 - Note: The state requires that these forms be submitted no later than 15 CALENDAR days from the date of hire.
- Once the above steps are complete, there is no need to wait for approval from the State to proceed with the hire.
- The NJDPB will review and determine if the rehired retiree can continue to receive pension benefits while re-employed.

What Departments Need to Do

- We strongly recommend the you advise the potential hire to contact the NJ Division of Pension and Benefits to ensure they are aware of any potentially adverse impacts.

NJDPB: (609) 292-7524

7:00 a.m. – 4:30 p.m. Monday through Friday (except State holidays)

Department or HR Questions:

Michelle Brugnoli / HR Staff Associate

Faculty & Staff Retirement Center

p: (848) 932-3832

e: Michelle.brugnoli@rutgers.edu

Workforce Planning Support

- Business Partner Services can provide departments with planning assistance including:
 - Identifying key areas and positions that are critical to the departments' operational needs, activities, and strategic objectives
 - Helping the department identify the capabilities, opportunities, and options to retain knowledge and continue operations
 - Identifying internal employees or potential candidates that may be interested in exploring learning and development opportunities
 - Partnering with the departments and our UHR colleagues in Organizational and Talent Development to identify appropriate training and career pathways

Benefits of Workforce Planning

- Knowledge sharing
- Continuity of operations
- Key positions are filled quickly
- New employees in key positions perform more effectively
- Potential creation of career advancement opportunities for existing employees



Questions

Please
use the
chat box
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your
questions



OneRED Leader Coaching Pilot Impact Review

Will Constantine & Jenny
Koszulinski, Organizational
and Talent Development





RUTGERS

University Human Resources

Building the Leadership Talent Pipeline

OneRED Principles

What development looks like at Rutgers

One Rutgers Employee Development (OneRED) is the umbrella under which the university provides employees with a suite of programs and services to enable purposeful professional growth.



1. At Rutgers, **employees own their development.**



2. As Total Talent Developers, **supervisors work with their direct reports** to navigate development planning.



3. When it comes to development, the focus is on **building the Rutgers University competencies** for one's professional success.



4. Development is continuous and **primarily gained through key experiences.**

President Holloway's Value Propositions

Creating a culture of community

The importance of being relentless in our pursuit of academic excellence

The need to develop strategic institutional clarity to build a better and stronger university

Leadership Competencies with Key Characteristics

Inclusive	Inspirational	Proactive Problem Solver	Resilient	Super Connector	Total Talent Developer
<ul style="list-style-type: none"> Displays Commitment Promotes Inclusive Relationships Encourages Collaboration Facilitates Belonging Demonstrates Curiosity 	<p style="text-align: center;">Visionary</p> <p style="text-align: center;">Transformational</p> <p style="text-align: center;">Motivational</p>	<p style="text-align: center;">Critical Thinking</p> <p style="text-align: center;">Informed Decision Making</p> <p style="text-align: center;">Risk Assessment</p>	<p style="text-align: center;">Personal Agility</p> <p style="text-align: center;">Innovation</p> <p style="text-align: center;">Change Agent</p>	<p style="text-align: center;">Effective Teaming</p> <p style="text-align: center;">Purpose-driven Leadership</p> <p style="text-align: center;">Building Networks and Leveraging Partnerships</p>	<ul style="list-style-type: none"> Develop Talent Continuous Learning Feedback Emotional Intelligence Job Mastery

Personalized Learning Experiences

Digital Learning	Group Learning Pods	Virtual Workshops	Experiential Learning
<ul style="list-style-type: none"> • Focused learning paths • Self-paced 	<ul style="list-style-type: none"> • Facilitator-led discussions • Community-driven 	<ul style="list-style-type: none"> • Interactive • Practical insights 	<ul style="list-style-type: none"> • Leadership Development Programs • Personalized Executive Coaching

Strategically Targeting Leaders at All Levels

Building the Leadership Talent Pool

Develop a network of leaders and diverse leadership talent pool who will shape the strategic direction, success, and sustained growth of the university. Initiatives will be aligned to the Leadership Competencies and Value Propositions. Strategically and intentionally target the development of leaders at all levels.





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University Human Resources

OneRED Leader Coaching Pilot

Coaching Is Needed Now More Than Ever

Today's work environment requires nimble, innovative thinkers who can effectively solve problems and lead during times of change and uncertainty.

Urgent need for resilient, empathetic, and inclusive leaders that build high-performing teams with greater agility and performance.

Coaching builds resilience, supports overall well-being, fosters inclusion, and develops the growth mindset and capabilities for lasting behavior change that are critical to thrive and lead in today's environment.



When organizations invest in the development and well-being of its leaders, it has a positive impact...



Teams led by resilient leaders have almost three times higher resilience and experience significantly less burnout and turnover.

The potential impact leaders can have on Rutgers' culture and employee engagement is significant.

BetterUp study of participating leaders who reported their organization cared about their well-being were more likely to be high across impactful outcomes.

Coaching Creates Outcomes That Matter



Better Leaders:

Highly personalized 1-1 Leadership Development to:

- Develop mindsets for growth and change
- Foster self-awareness and introspection
- Build core leadership skills, including coaching, communication, resilience
- Support well-being to thrive as individuals and inspire as leaders



Better Teams:

Develop Leaders that increase team performance and:

- Lead teams through an environment of ongoing change
- Build and empower team members
- Coach and develop team members for productivity and performance
- Inspire creative thinking in others
- Cultivate a culture of inclusion and belonging



Better Results:

Drive engagement and productivity that results in:

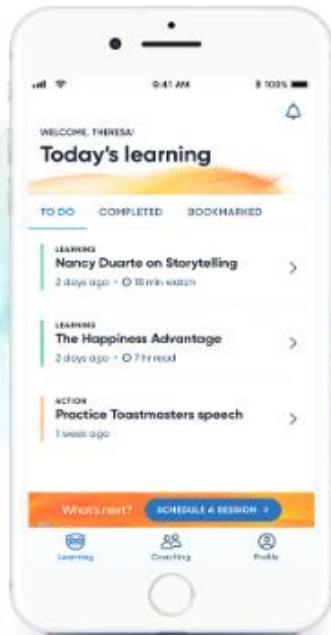
- University resilience and agility to deal with rapid pace of change
- Growth mindset to drive a workforce that is continuously learning and evolving
- Strengthened the employee experience and commitment
- High performing teams that consistently deliver results

OneRED: Leader Coaching Program (Pilot)



- 6 months of personalized, confidential, 1:1 coaching to maximize the potential of Rutgers leaders at all levels
- Virtual leadership development platform that combines coaching with dynamic and personalized digital experiences to accelerate leaders' development and growth
- Designed to develop leadership skills, built for lasting behavior change and impact
- Provides an individualized and scalable solution to develop growth mindset, increase resilience, support well-being, and foster a culture of continuous learning and development

Beyond Learning to Transformation



Anytime, Anywhere Support

- Enjoy a modern, mobile experience for face-to-face coaching sessions
- Connect with a coach at anytime thanks to in-app messaging and on-demand scheduling
- Practice new skills and prepare for challenges from anywhere

World-Class Coaches

- Access trusted advisors who offer accountability and real-time feedback in confidence
- Provide opportunities for practice and rehearsal to solidify new behaviors and mindsets
- Implement personalized action plans for encouraging performance and growth

Whole Person Approach

- Based on multiple behavior disciplines including positive psychology, organizational psychology, and neuroscience
- Help your people thrive as individuals so they can inspire as leaders
- In addition to core coaching, offer individualized support in nutrition, sleep, performance, and more

Personalized Microlearning

- Offer individually-tailored development approaches for all employees
- Reinforce learning through a curated, multimedia approach
- Assess personal growth with reflection points, evidence-based strategies, and 360 reviews

Actionable Results

- Measure improvement across leadership skills and behaviors
- Monitor individual progress, identify opportunities for upward mobility and report on development objectives
- Leverage our Partner Panel and Manager dashboard for driving team engagement, collaboration and retention

Pilot Program Goals

Per our success plan, our **program goals** for this initiative are to:

1. Provide Rutgers leaders w/ a best-in-class development experience
2. Leaders actively contributing to Rutgers' value propositions and fostering a beloved community
3. Develop leaders w/ a growth mindset for a culture of continuous learning and introspection
4. Build a robust talent pool of leaders that embody the Rutgers' leadership competencies
5. Support the well-being of Rutgers leaders

In an effort to **measure success**, we will measure:

- Resilience
- Purpose & meaning
- Well-being
- Engagement
- Belonging
- Goal attainment





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OneRED Leader Coaching Pilot Impact Review

Participant Engagement: 150 Leaders from across Rutgers



Member Engagement

1,607

Total Coaching
Sessions

1,008

Total Platform
Hours Sessions

714

Total Completed
Resources

104

Specialist Coaching
Sessions

“How was your session overall?”

99%

of sessions rated as
Life Changing,
Amazing or **Good**

Benchmark: 85%

100%

Report **meaningful**
progress towards
goals

92%

Reported sessions
as helping them to
be **more effective**
at work

98%

of sessions rated as
a **valuable use of**
time

Top Areas of Focus for Rutgers Leaders

Top Topics

●	Well-Being	25%
●	Communication	17%
●	Leading Others	17%
●	Time Management & Productivity	13%
●	Career Development	12%

Well-Being

- Stress management and self-care
- Balancing work and life

Communication

- Managing difficult conversations and conflict
- Communication and collaboration

Leading Others

- Coaching and developing others
- Empowering others and delegation

Time Management

- Planning and goal setting
- Time management

Career Development

- Career planning
- Managing a career transition

BetterUp

Measuring Growth

How we measure growth

1

What do we want to achieve?

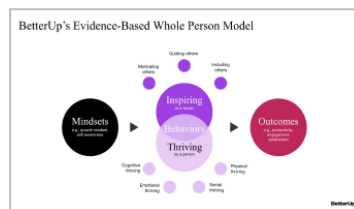
Align on our program objectives



2

What mindsets & behaviors support our objectives?

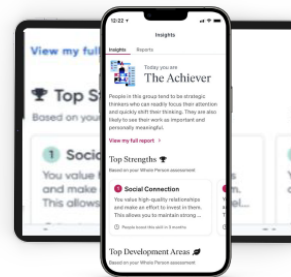
Select from The Whole Person Model



3

Where are our members starting in these mindsets & behaviours?

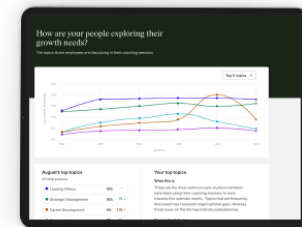
Assess member on Whole Person at onboarding



4

Where have members grown in these mindsets & behaviours?

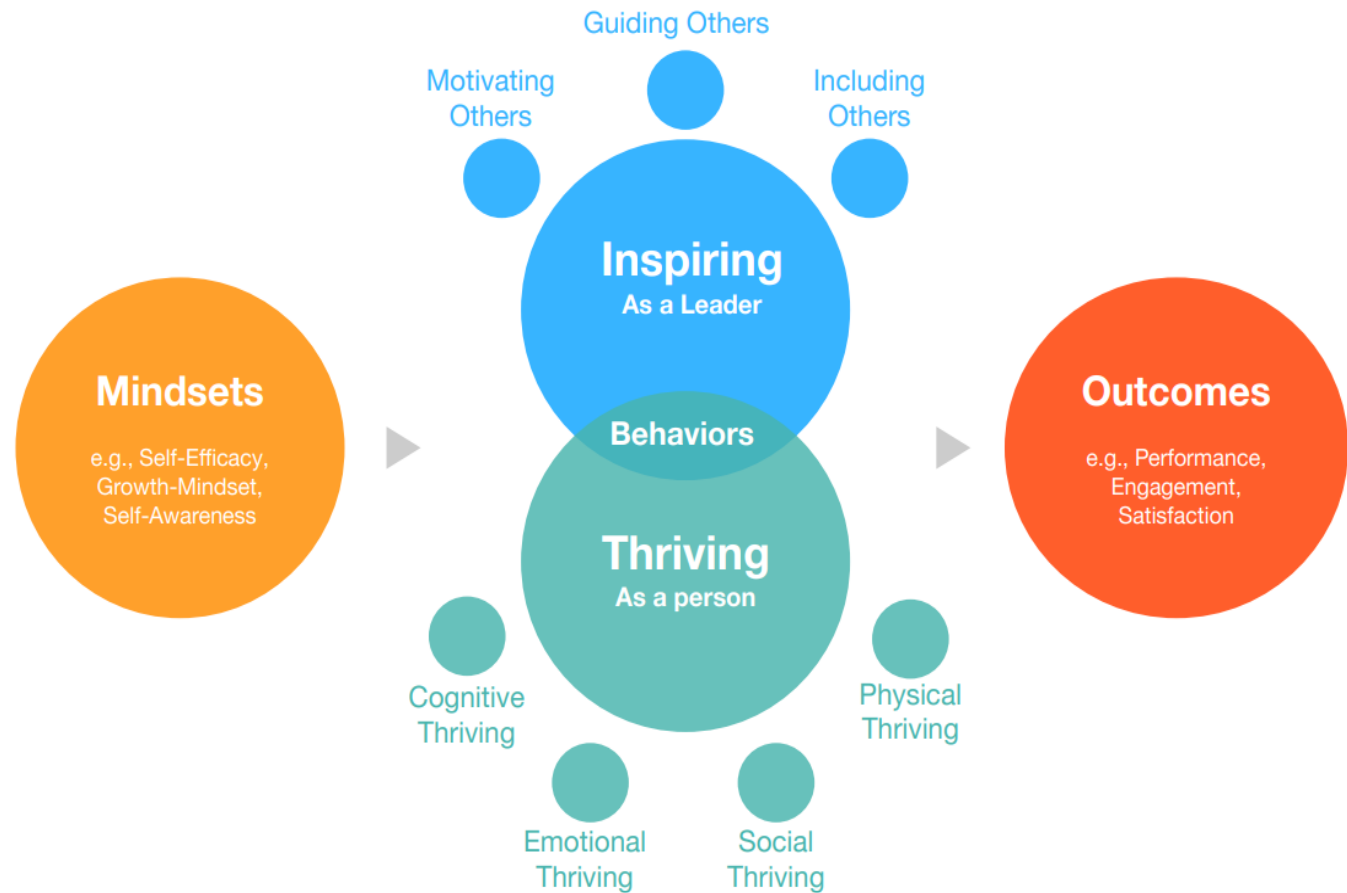
Reassess member on Whole Person at 4-5 months



BetterUp

Evidence Based Whole Person Model

BetterUp's Whole Person Model measures the mindsets and behaviors shown to **drive personal, professional, and business outcomes.**



Rutgers Leadership Competency Mapping

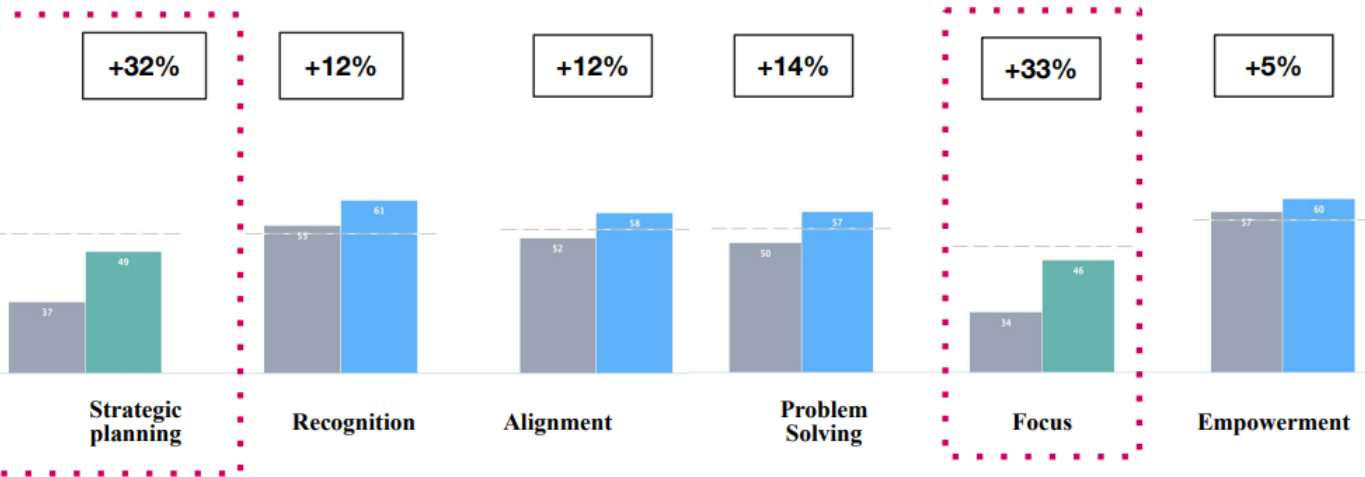


Leaders are becoming more **inspirational** and are leaning in to **proactively solve problems** with their teams which has led to multiple gains in **leadership outcomes**

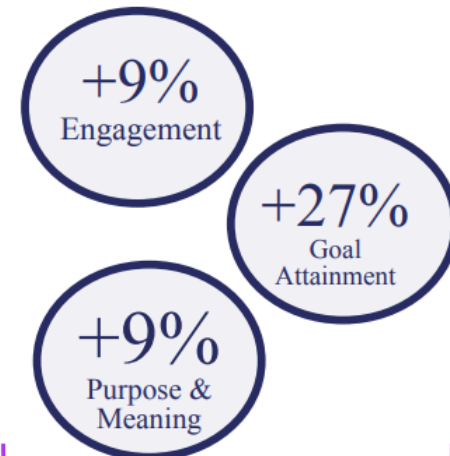
● Baseline ● Reflection Point — Benchmark

Inspirational

Proactive Problem Solver



“Working with [my coach] certainly has made me more confident and has empowered me to manage up which is opening up lines of communication with executive leadership and helping me, my leadership and the university set sound strategic directions. .”
- Rutgers member



Leadership Outcomes

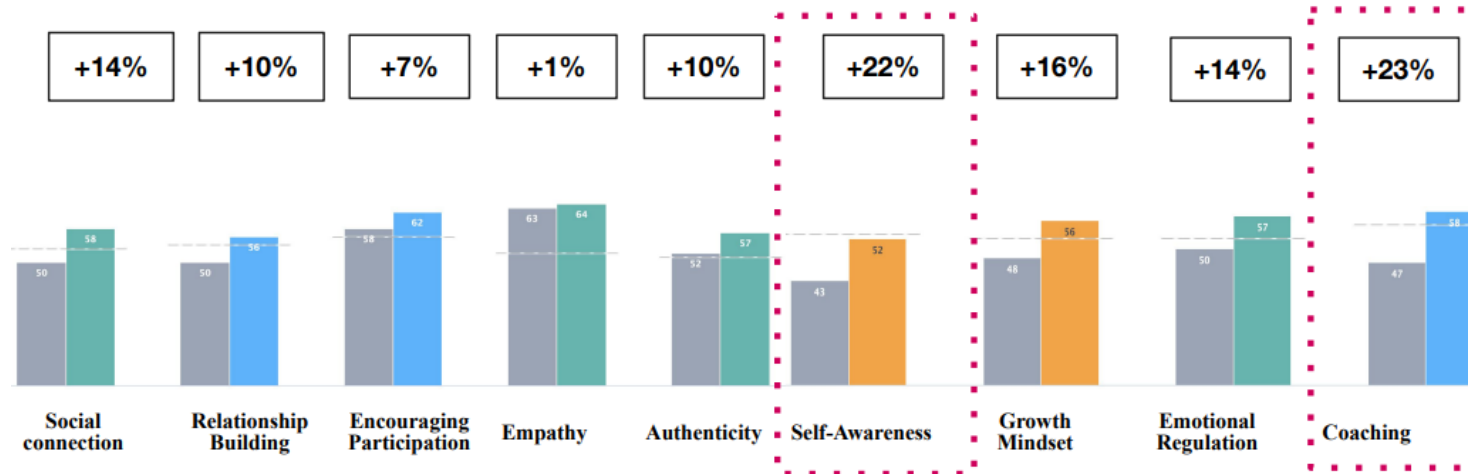
Member data as of 4/19/2023 | Insights represent matched WPM onboarding and reflection point assessments | Benchmark: Education & Manager

Leaders are building new muscles as **super connectors** and **total talent developers** which is directly correlated to the increase in leadership development through a **strong culture of coaching**

● Baseline ● Reflection Point — Benchmark

Super Connector

Total Talent Developer



"[Member] is really paying attention to how he shows up, particularly in regards to one of his direct reports. He is building empathy not only for her but for himself."

- Rutgers Coach

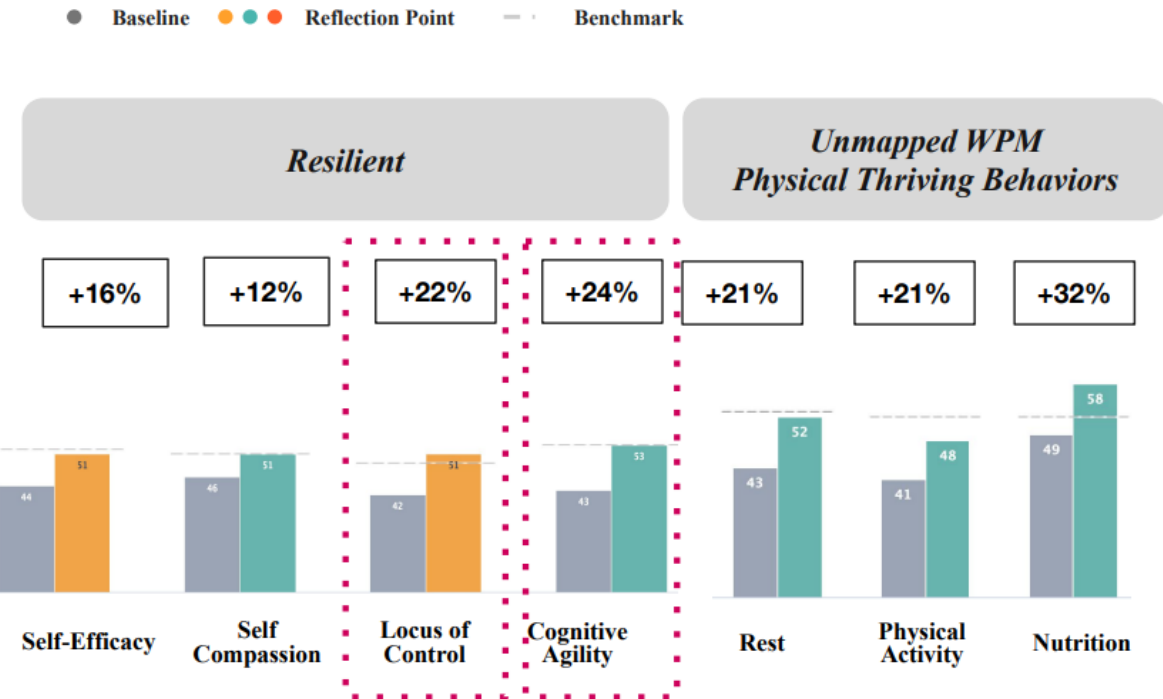
+16%

Coaching Culture

Member data as of 4/19/2023 | Insights represent matched WPM onboarding and reflection point assessments | Benchmark: Education & Manager

University Human Resources

Leaders are becoming more **resilient** which has led to an increase in their ability to manage stress, created more work-life balance and an overall increase in their sense of **well-being**



Overall Well-Being Outcomes



Member data as of 4/19/2023 | Insights represent matched WPM onboarding and reflection point assessments | Benchmark: Education & Manager

Next Steps

Stay tuned for information about future offerings of the program

We will partner with you to identify candidates for participation

We are exploring ways to expand the reach of coaching across the university

Questions

Please
use the
chat box
to type in
your
questions





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Appendix

Categories for Coaching

Newly Appointed Leaders (Transitional):

- Support leaders who have taken on a new assignment or challenging project
- Prepare leaders for current or future expanded responsibilities

Existing Leaders (Developmental):

- High-Potentials/High-Performers
- Leaders leading critical aspects of University
- Leaders leading large teams
- Support development of leadership skills and behaviors such as emotional intelligence, critical thinking, resilience

Nomination Criteria

Nomination Criteria:

- Target: Leaders leading critical aspects of University; Leaders leading large teams; Leaders going through leap transitions; Newly appointed Leaders
- Level: Associate Director and above
- Leader: Should have at least one (1) direct report
- Performance: Maintains level of strong performance
- Contribution: Has made strategic contributions in areas considered critical to the overall mission of the University
- Potential: Considered having high capacity for future growth and impact at the University
- Tenure: Employed by RU for at least one (1) year
- Commitment: Must be able to commit to full program
 - 6-month coaching engagement
 - Weekly or bi-weekly 1-1s with Executive Coach
 - Micro-learning activities

Selection Process:

- Nominated by Administrative Council
- Nominee's reviewed and finalized by:
 - Organizational & Talent Development
 - President's Cabinet

Program Overview:

- Mobile-based executive coaching program to cultivate leadership skills for lasting behavior change
- Personalized continuous learning and development
- 6-month coaching engagement
- Weekly (30min) or bi-weekly (45-60 min) confidential 1-1s with coach
- Micro-learning activities
- Unlimited in-app messaging
- Actionable insights and measurable results

High-Potential Criteria:

- Having the **capacity for growth and impact** on the future of the University
- Defined as the **aspiration, drive, emotional intelligence, engagement, and learning agility** to excel in roles involving greater scope or complexity

*150 leaders for 6 months of coaching
(in two groups of 75 leaders over 12 months)*



Thank you for joining us today!

Our next meeting is on October 9
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>