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UNIVERSITY HUMAN RESOURCES

Bi-Monthly HR Liaison Meeting

February 13, 2023

Agenda

- **Updates from Talent Acquisition**
 - New remote I9 setup
 - ROCS updates to optimize job posting visibility
- **Guidelines and tips to expedite processing**
 - Classification and reclassification requests
 - In-grade requests
 - CARF and job description tips
 - Identifying comparators
 - Acting Appointments
- **Updates from HCM**
 - Termination / retirement submissions
 - HCM inquiries and RBHS transactions in ServiceNow effective 2/20/23
- **FMLA Overview**
- **New Employee Orientation Update**
- **Updated Flexible Work Arrangement Feasibility Assessment Form**
- **Q&A**

Talent Acquisition Updates

Ryan Holcombe, Director
Talent Acquisition



New remote I9 setup

- Grants access to departments to setup remote I-9s directly in Guardian
- Increases efficiency of the remote I-9 setup process
- Reduces communication of sensitive information (i.e., SSN and DOB)
- All deadlines for remote vs. in-person I-9s are the same
- Remote agents must meet with the employee in-person and inspect original documents
- I-9s may be initiated after an offer is accepted and the start date is definitively determined
- I-9s should be not initiated with a tentative start date or when pre-employment screening is not yet complete
- New process will be implemented in Guardian on 2/16/23

New remote I9 setup

- Guides are available on the UHR Talent Acquisition website: <https://uhr.rutgers.edu/talent-acquisition/home> (see the onboarding section)
- The UHR I-9 team (Cindy Hendricks and Allison Carson) are available for support, training, and guidance
- The UHR I-9 team will assist with setting up remote I-9s only when technical or access issues occur
- Remote I-9s may be used to address non-compliance issues with the new streamlined process
- If any issues occur with remote I-9s setup with the prior process, contact the UHR I-9 team immediately



ROCS Updates

The following ROCS Updates are intended to Optimize Job Posting Visibility:

- Newly Required Fields for Staff and Faculty:
 - City, State
- Newly Required Fields for Faculty:
 - Position Status (Full Time, Part Time, Per Diem)
 - BGC Package Options
- Newly Required Fields for Staff:
 - Approved FWA for posting (onsite, hybrid, remote)
- Phased implementation with details to be posted as announcements in ROCS

Guidelines and tips to expedite processing

Donna Louis, Director
Business Partner Services



What We'll Cover

- Classifications
 - New Positions
 - Vacant Positions
- Reclassifications
- Self-Initiated Reclassification
- Salary In-Grade Requests
 - Additional Duties
 - Counteroffer
 - Equity
- Dos and Don'ts of Updating CARFs and Job Descriptions
- Identifying Comparators
- Acting Appointments
- Q&A



Classifications | New Positions

When a new position is approved and authorized by the department head and finance, follow these steps to expedite processing times:

1. Complete a Classification and Recruitment Form (CARF) including the major duties and responsibilities and the reporting relationships for the new position.
2. Have the CARF approved by the supervisor and your department leadership.
3. Complete a **Fill a Vacancy** request through ROCs and include the following documentation:
 - Position description/CARF
 - Updated organizational chart
 - Justification letter (if applicable)
 - Department required forms (if applicable)

Vacancy | **No Change** to CARF

When an employee leaves a position, the CARF must be reviewed by the supervisor to ensure accuracy. Once the position is approved and authorized to backfill by the department head and finance, follow these steps to expedite processing times:

1. If there are **no changes** to the CARF, the department can submit a **Fill a Vacancy No Change to Job** in ROCS to recruit a straight replacement.
2. When submitting a straight replacement request in ROCS, include the following documentation:
 - Position description/CARF
 - Updated organizational chart
 - Justification letter (if applicable)
 - Department required forms (if applicable)

Vacancy | Updated CARF

When an employee leaves a position, the CARF must be reviewed by the supervisor to ensure accuracy. Once approved to backfill, follow these steps to expedite processing times:

1. If the ***CARF is updated***, the supervisor will need to create an addendum to highlight the changes made and provide justification.
2. The updated CARF will need department leadership approval.
3. Upon approval, submit the **Fill a Vacancy with Change to Job** into ROCs including the following documentation:
 - Current and previous CARF
 - Updated CARF
 - Updated CARF Addendum
 - Updated organizational chart
 - Justification letter (if applicable)
 - Department required forms (if applicable)

Reclassifications

If a position has undergone change because the supervisor has added, deleted, or changed the duties and responsibilities resulting in significant change in terms of scope, level of responsibility, accountability, and/or impact, the position may be reviewed to ensure appropriate classification.

1. The supervisor should first update the CARF and create an addendum to highlight the changes made and provide justification.
2. The updated CARF will need department leadership approval.
3. Upon approval, submit a **Reclassification Request** in ROCs including:
 - Current and previous CARF
 - Updated CARF
 - Updated CARF Addendum
 - Updated organizational chart
 - Justification letter (if applicable)
 - Department required forms (if applicable)
 - For RBHS positions, a resume for the current incumbent(s) is required.

Self-Initiated Reclassifications

Employees may submit a self-initiated reclassification request with required documentation to the HR Consulting or Employment Services Team.

1. The team will forward the request and documentation to the Department's HR Liaison for review and approval.
2. The HR Liaison must work with the employee's supervisor to review the submitted request and documentation.
3. The supervisor must review the updated position description/CARF and approve or provide an addendum to dispute or provide additional information.
4. If supported, the HR Liaison will submit the **Self-Initiated Reclassification** request in ROCs including the required documentation outlined in the next slide and notify leadership within their department.



Self-Initiated Reclassifications

When submitting a Self-Initiated Reclassification request, please include the following:

- Current and previous CARF
- Updated CARF
- Updated CARF Addendum (if applicable)
- Updated organizational chart
- Current resume
- Justification letter (if applicable)
- Department required forms (if applicable)

Salary In-Grade Requests

A Salary In-Grade request is submitted to review a position for an increase in salary with no change to the position's grade.

An in-grade salary increase may be requested if the current compensation grade is appropriate, but there has been a:

- Permanent change in level of duties and responsibilities
- Market-related pressures (external equity)
- Employment offer or active recruitment from outside the University
- Misalignment of salary relationships (internal equity)

UHR reviews salary in-grade requests for Additional Duties (professional or career growth within a position), Counter Offers (retention), or Equity (internal equity/alignment).

Additional Duties

A Salary In-grade Request for Additional Duties may be submitted when job duties significantly change, and the employee's scope of work includes permanent additional responsibilities/job duties that become a regular part of the job. *Please note: an increase in the volume of activity or transactions without additional duties does not justify additional pay or increase in pay.*

When submitting a **Salary In-grade Request for additional duties**, please include the following:

- Written Justification
- Current and previous CARF
- Updated CARF
- Incumbent's current resume
- Organizational chart

Counter Offer

A counter offer can be used to retain an employee who has a job offer elsewhere. A counter offer is only an option when the external job offer is comparable to the employee's current position within the University and the scope and complexity of work are similar.

1. When requesting a counter offer, supervisors must consider the effect of the retention offer on the department, the division, and the University.
2. When submitting a **Salary In-grade Request for a Counter Offer**, please include the following:
 - Written Justification
 - External Offer Letter
 - Incumbent's current resume
 - Org Chart
 - Current/Previous Position description/CARF
 - Updated Position description/CARF, if applicable

Equity

Equity may be used to address salary inequities among individuals who are in positions that require similar skills, responsibilities and experience. Equity reviews may also be requested to address pay compression, pay inequity, or to ensure that an employee's salary appropriately reflects his/her skills, knowledge, experience, and performance.

1. When submitting a **Salary In-grade Request for an Equity Review**, please include the following:
 - Written Justification
 - List of current incumbents
 - Incumbents' current resume
 - Current and previous CARF
 - Organizational Chart

Updating CARFs and Job Descriptions

Do...

- Consider the normal day-to-day responsibilities
- Use a factual and impersonal style when writing the Job Description/CARF
- Write clear, concise, and complete sentences
- Begin each task with a present tense action verb
- Focus on key responsibilities critical to the position
- Base the content on the responsibilities and duties of the position
- Include expectations of a fully proficient incumbent meeting all position requirements
- When indicating the percentage of time spent on each duty, consider what is performed over a given period of time
- Use explanatory phrases telling why, how, where, or how often to add meaning and clarity
- **Note:** *If creating a new CARF that never existed, you can submit a Job Review Request in ROCS for our team*

Updating CARFs and Job Descriptions

Do not...

- Cut and paste information from job profiles, matrices or any other reference tools
- Use narrative, first person form, or specific individual names
- Use unnecessary words that add “fluff” to the duty
- Base the content on what the person doing the position can or can’t do
- Include one-time, short-term assignments or an exhaustive list of all, minor, or occasional tasks
- Write the Job Description/CARF based on the desired classification outcome
- Write the Job Description/CARF as a procedure manual on how to do the position
- Utilize template Job Description/CARFs when positions have notable differences



Identifying Comparators

When identifying comparators for cases, look for employees similarly situated with the incumbent/employee in the position being evaluated. The employees must be:

- Performing the same or very similar job
- Within the same or similar industry
- Within a department providing the same or similar services
- Within the same or similar organization size, with the same or similar number of employees, students and/or population served.
- Same or similar geographic location

Acting Appointments

When an employee temporarily assumes the responsibilities of a higher-level position, requiring greater professional responsibility and competence, the employee has assumed an *acting* appointment.

Acting Temporary Assignment:

The action of adding or replacing job duties to an employee's existing position on a temporary basis. Depending on the situation, Temporary Assignments may not result in a change in title or compensation.

Acting Position Appointment:

The action of appointing an employee to a different position on a temporary basis, where there is a vacancy and/or operational need that is anticipated to exceed 30 consecutive calendar days.

Employees appointed to an Acting Appointment may receive a temporary title change and a compensation adjustment.

Acting Appointments

When submitting an Acting Appointment request, please include the following:

- UHR Acting Appointment Application Form
- Department required forms, if applicable
- Job Description/CARF, applicable for the Acting Position Appointments
- Resume for the Acting Incumbent, applicable for Acting Position Appointments

The length of an acting appointment may vary depending on the union contracts. For example, MPSC and URA-AFT contracts allows for acting appointment for up to 6 months with the ability to extend.

As per the Acting Policy, an acting appointment should not exceed six months. If it becomes necessary to extend the appointment beyond six months, a written request with a brief explanation signed by the department/division head should be submitted to UHR.

Additional Resources

Additional resources can be found on the UHR website:

- [UHR Forms](#)
- [UHR Policies](#)
- [Staff Collective Negotiations Agreements](#)
- [ROCs Training Guides](#)



Termination / Retirement Submissions

When an employee is terminated or retiring, please be sure to include the following supporting documentation to expedite processing:

- Copy of the employee's signed resignation/retirement letter.
- Employee's updated absence record detail from ARS so HCM could audit the ARS to ensure the correct Vacation (and/or sick *for retirees only*) balances are submitted for payment.

Termination effective date is the day AFTER the last day in pay status (e.g., last day worked/in pay status February 17th, the termination effective date would be February 18th)

Retirement effective date is always the first of the month (e.g., February 1st, March 1st, etc.)



HCM in ServiceNow

HCM general inquiries, RBHS transaction requests, and TMGT/ Compensation requests will all be housed in ServiceNow effective February 20th:

- You will see an auto-reply on all inboxes notifying users of this change
- The inboxes will be decommissioned and will not be monitored after February 20th
- Visit <https://rutgers.service-now.com/hrportal> and click on HCM to access the service
- The service will provide a case number and transparency on the progress made on cases submitted to HCM by HR Generalists and departments

HCM in ServiceNow

HCM Personnel Transactions & General Inquiries

Use this to submit documentation to support an RBHS transaction in PeopleSoft or to submit an inquiry to HCM.

Please complete the fields below and attach any and all supporting documentation to your request.

Important: If submitting a new request, please review the "Related Knowledge Documents" below to ensure that all required documentation is being submitted to support your request and to avoid processing delays.

If submitting an inquiry related to a transaction request that you previously submitted through this service, please submit your questions or comments for follow-up within the original case by navigating to "Cases," selecting the applicable case from your listing, and then selecting the "Case Comments and History" tab to record your question or concern.

To follow up on an inquiry submitted by another user, please complete the fields below and include the original case number.

 -- None --
 An Inquiry
 A Request for Processing (RBHS Faculty/Staff Requests)
 A TMGT or Compensation Request
 -- None --

Questions and Comments

Required information

FMLA Overview

Mauricio Suarez,
Director
OneSource Faculty
and Staff Service
Center



Family and Medical Leave Act (FMLA)

The Federal **Family and Medical Leave Act (FMLA)** provides unpaid leave entitlement to eligible employees for:

- your own serious illness;
- the birth, adoption, or placement of a foster child;
- the serious illness of a spouse, son/daughter, parent, or someone who stood in loco parentis when you were a child;
- to address certain "qualifying exigencies" for eligible employees with a spouse, son/daughter, or parent on active duty or called to active duty status in the National Guard or Reserves in support of a contingency operation;
- to care for a covered service member who has a serious injury or illness incurred in the line of duty during active duty that may render the service member medically unfit to perform his or her duties, and for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

Family and Medical Leave Act (FMLA)

- When should an employee apply for FMLA?
- Accrued sick time is a leave entitlement
- Understanding the “Three Day” rule
- Short Leaves
 - If an employee is expecting to be back at work within one or two weeks and has enough sick time to cover the absence, there is no requirement to apply for FMLA
- If in doubt, have employee(s) request a leave consultation through OneSource to understand their options
- For more information, visit our website at <https://uhr.rutgers.edu/benefits/leaves-absence>



In Person New Employee Orientation: Returns to All Campuses

Lorraine Meltzer
Director Benefits & Wellness



University Human Resources

New Employee Orientation (NEO)

- No change to where and how you register new hires for the NEO.
- Confirmation and reminder emails will note the physical address.
- Union representatives have been made aware of the return to in person.

Campus	Frequency	Holiday	Inclement Weather
Camden	Monthly on Monday	Monday following the holiday	Reschedule
Newark	Every other Monday	Monday following the holiday	Pivot to virtual
RBHS-Newark	Every other Monday	Tuesday after the holiday	Pivot to virtual
New Brunswick	Weekly on Monday	Tuesday after the holiday	Pivot to virtual



Updated FWA Feasibility Assessment

Requests for posting a position as eligible for fully remote work now require a detailed explanation regarding the extraordinary circumstances for the request on page 3 of the Feasibility Assessment Form

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Flexible Work Arrangement Feasibility Assessment

This checklist is used to help the department head or designee determine the feasibility of a vacant or new position to engage in a flexible work arrangement under the [FlexWork@RU Pilot Program](#) (September 1, 2022 – August 31, 2023). Each feasibility assessment form may only be used for one job posting. The form will expire within 14 calendar days of the date approval is secured (or the assessment date if no approval is required).

Position Title: _____

Department/Unit: _____

Job Code or Posting Number: _____

Number of Vacancies: _____ Date of Feasibility Assessment: _____

Job Assignments and Duties
List the key duties and percentage of time allocated to each duty.

1. _____	%	_____
2. _____	%	_____
3. _____	%	_____
4. _____	%	_____
5. _____	%	_____

Position Assessment
This section will help you determine if the position's key duties lend themselves to a flexible work arrangement.

Will the employee's presence on-site/in the workplace impact the quality of services provided by this position to students, patients, or other relevant stakeholders?	Yes	No
Will a flexible work arrangement provide for greater service through extended hours?	Yes	No
Does the position provide services required to be performed on-site during emergencies to address the needs of the on-campus communities served?	Yes	No
Do key duties require extensive face-to-face contact with supervisors, other employees, student, patients, clients, or the public on Rutgers property?	Yes	No
Do key duties require extensive time in meetings or performing work on Rutgers property?	Yes	No
Can the essential functions of the position be effectively performed in a flexible work arrangement?	Yes	No
Can collaboration and communication be effectively achieved through remote interactions?	Yes	No
Are others reliant on information, decisions, answers, etc. provided by the position?	Yes	No
Will the flexible work arrangement increase the workload of other positions?	Yes	No
Will flexible work arrangements create or address equity concerns?	Yes	No
Based on the above, does the collective weight of "No" answers support flexible work arrangements for this position?	Yes	No

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Department Needs Assessment

This section will help you determine if your managerial/supervisory style supports flexible work arrangements.

Will offering flexible work arrangements decrease turnover and enhance the retention of existing employees within the Department or Unit?	Yes	No
Will offering flexible work arrangements increase the ability to attract new employees or aid in the recruitment for hard-to-fill positions?	Yes	No
Will flexible work arrangements increase engagement, productivity, and/or employee well-being?	Yes	No
Will flexible work arrangements result in cost savings and/or reduce overtime costs?	Yes	No
Does the flexible work arrangement enhance space utilization?	Yes	No
Based on the above, does the collective weight of "Yes" answers support flexible work arrangements for this position?	Yes	No

Decision
Summarize your answers from the above assessment sections.

The position's key duties support flexible work arrangements.	Yes	No
My department needs support flexible work arrangements.	Yes	No
This position should be posted as flexible work arrangement eligible.	Yes	No

Proposed Work Schedule (please select only one option)
The following will be used to create your job posting.

<input type="checkbox"/> This position is eligible for a hybrid work arrangement where the successful candidate may work 1-2 day(s) per week at an alternate work location. Requires Department Head approval only.
<input type="checkbox"/> This position is eligible for a hybrid work arrangement where the successful candidate may work 3-4 day(s) per week at an alternate work location. Requires Department Head and Cabinet Officer approval.
<input type="checkbox"/> This position is eligible for a flex workday schedule. Requires Department Head approval only.
<input type="checkbox"/> This position requires a fully on-site work arrangement. Requires Department Head approval only.
<input type="checkbox"/> This position requires a fully on-site work arrangement and is eligible for a compressed workweek schedule. Requires Department Head approval only.
<input type="checkbox"/> This position is eligible for a fully remote work arrangement at an alternate work location. Requires detailed description below in addition to Department Head, Cabinet Officer, and UHR approval.

Approval(s):
Please see required approvals based on the option selected above.

Department Head: _____ Date _____

Cabinet Officer: _____ Date _____

Sr. VP Human Resources: _____ Date _____

Page 2

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Detailed Description (this section is required for all fully remote work arrangement requests – incomplete forms will be subject to delay in the posting and/or offer process):

President Holloway has articulated an expectation that all employees be at a university assigned work location on campus a minimum of three days per week. Pursuant to the FlexWork@RU pilot program, fully remote work schedules may be considered under extraordinary circumstances for a period not to exceed one year. In order to consider your request, additional information is required related to the extraordinary circumstances that serve to justify a fully remote work schedule.

Page 3

Visit our Contact Us Webpage

Announcements from the Senior Vice President

- [Is FlexWork@RU Working for You? Survey](#)
 - [Non-Aligned Performance Management – Reminder FY’23 Initial Goal Setting Due Sept. 30](#)
 - [Planning for the Future | Upcoming Financial Webinars](#)
 - [Benefits Open Enrollment Deadlines on Oct. 31](#)
 - [FlexWork@RU Pilot Program Learning Series](#)
 - [Caregiver Support Pilot Program for Rutgers Employees](#)
 - [Implementation of the Chosen Name Initiative](#)
 - [FlexWork@RU Pilot Program Update](#)
 - [FlexWork@RU Application System Now Open | August 15 Submission Deadline](#)
 - [Implementation of Future of Work Task Force Recommendations](#)
- [more >>](#)

UHR Units and Offices

- [Benefits and Wellness](#)
- [Compensation Services](#)
- [Employment Services](#)
- [HR Consulting](#)
- [HR Information Systems and Information Technology](#)
- [Human Capital Management](#)
- [Office of Employment Equity](#)
- [Office of the Senior Vice President](#)
- [OneSource Rutgers Faculty and Staff Service Center](#)
- [Organizational and Talent Development](#)
- [Talent Acquisition](#)
- [UHR Camden and Newark Offices](#)

Thank you for joining us!

Our next meeting will be on April 10.
Registration invitation will be sent out
in the coming weeks for the next
few sessions.