

HR Quarterly

Spring 2009 Edition

A Positive Focus

In 2009, it seems like so much in the news is focused on the economic troubles and grim employment conditions in the United States and abroad. While Seton Hall certainly faces its own financial challenges, I am pleased to bring you this edition of *HR Quarterly*, with its positive focus on some of the improvements we are making, despite budget constriction.

From new training programs for supervisors, to revised forms and processes, the Department of Human Resources is committed to making changes that will positively impact the University. Instead of seeking a costly external training program for one of your managers, I encourage you to enroll that supervisory employee in our new E.D.G.E program. Heed the advice of our column on “Non-Monetary Ways to Reward & Motivate Top Employees.” Prepare yourself for the year ahead by shaping your professional goals prior to your performance review, which will occur in May/June.

Difficult economic times are always challenging, but if we continue to concentrate on improving the University and developing ourselves professionally, Seton Hall will emerge as a stronger institution, better focused on the future and prepared for the recovery that will come. Please do not hesitate to contact our department for advice on the many ways in which Human Resources can assist you.

Sincerely,
 Susan McGarry Basso
 Associate Vice President, Human Resources

Annual Performance Evaluations

As fiscal year 2009 draws closer to an end, now is a great time to reflect on your performance and your accomplishments over the past year.

In May/June, each of us will meet with our supervisor for our annual performance evaluation. To ensure a better discussion, take the time to gather your thoughts about your performance prior to the meeting. Brainstorm about what you have achieved in the last year and what you hope to achieve in the coming year. Set SMART goals for yourself and/or your department that you are prepared to present to your supervisor (specific, measurable, achievable, relevant, time-bound). You will enter your performance review feeling more confident and you will be able to have a more meaningful discussion with your supervisor.



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Inside this issue:

New Human Resources Forms	2
CIGNA News	2
Non-Monetary Ways to Reward Employees	4
Hiring Review Committee	4
Introducing E.D.G.E.	5

New Human Resources Forms

On March 2, 2009, the Department of Human Resources introduced new personnel action forms that replaced the AOC (Appointment or Change Form) and the Adjunct Faculty Form. The new forms streamline and standardize some of Human Resources' (HR) current processes.

AOCs are no longer necessary for newly hired administrators and staff. The salary documentation and other hiring details for these types of new employees are already contained in PeopleAdmin. All relevant information is now routed directly to Payroll via the PeopleAdmin system. Also, all new forms request an employee's eight-digit Seton Hall identification number instead of Social Security Number (SSN). This change was made to protect the privacy of employees.

The new forms and their functions are as follows:

Salary Change/Payment Authorization Form is used to place new full-time faculty, graduate assistants and temporary employees on the Seton Hall payroll. Please remember that the position number is a critical and required piece of information on this form since it determines where the department will be charged.

New Hire Faculty Form is used to notify HR of newly hired faculty in order to streamline the on-boarding process. New faculty must also complete new hire paperwork to eliminate lags and to ensure timely payment.

Adjunct Payment Form approves payment for a total contract amount, to be paid in equal installments over the course of a particular semester. Once the academic department, dean, and Provost's Office have signed the Adjunct Payment Form, it should be routed directly to Payroll who will create the job assignment in Banner.

One-Time Payment Authorization Form clearly and concisely captures the information relevant to a one-time payment. All such payments for full or part-time faculty and graduate assistants that are signed by the Provost's Office should be routed directly to Payroll for processing. The Banner Earning Code (stipend, overload, etc.), the Banner Index, and the Banner Account Code are required fields.

True to its name, one-time payments are authorized for one monthly payment. Under a new policy, any agreement for additional earnings that will total less than \$1,000 will now be paid as one lump payment; payments are no longer broken up into smaller amounts and spread over several months. This form must be filled out and will only be processed once the employee has completed the entire assignment.

Employee Separation Form is used to document all terminations (except student workers). The terms of any separation agreement, payment for accrued leave, benefits status, and other details unique to the separation of a University employee should be included on or attached to this form. Please remember that supervisors are responsible for submitting the form to HR prior to the employee's last day of work.

(Please refer to the chart on page 3 for greater detail)

CIGNA NEWS

Extended Customer Service Hours

While many businesses are cutting back on service in this harsh economy, CIGNA HealthCare became the first national insurance company to open and staff for customer service inquiries regarding medical and dental benefit plans on Saturdays and holidays. Effective February 28, 2009, CIGNA extended service hours on Saturdays from 7:00 am – 6:00 pm EST and on holidays from 7:00 am – 9:00 pm. Weekday service call hours remain as 7:00 am – 9:00 pm EST.

(cont. on page 3)

New Human Resources Forms (cont.)

Form Name	Purpose	Employee Groups						Form Cycle (presented in order)
		Adjunct	Faculty	Admin	Staff	Grad Asst	Temp	
PeopleAdmin Hiring Proposal	- Places new employee in Banner/Payroll system			X	X			Human Resources will forward completed hiring proposal to Payroll
Salary Change/Payment Authorization Form	- Places new employee in Banner/Payroll system		X ¹			X	X	1.) Supervisor, 2.) Dept Budget Ctr Mgr, 3.) HR, 4.) Budget, 5.) Grants (when applicable), 6.) Payroll
	- Changes payment for any reason: promotion, multi-pay stipends over \$1,000, etc - Beginning, extending, or ending an approved leave		X	X	X	X	X	
Adjunct Payment Form	- Identifies amount to be paid to adjuncts	X						1.) Department, 2.) Dean, 3.) Provost's Office, 4.) Grants (when applicable), 5.) Payroll
One-Time Payment Authorization Form	- Payments/stipends less than \$1,000, faculty overload, honorarium, mentor, proctor, independent study		X	X	X	X		Processed only when entire assignment is complete. 1.) Supervisor, 2.) Dept Budget Ctr Mgr, 3.) Division Head, 4.) Grants (when applicable), 5.) HR
Employee Separation Form	- Ends an employee's assignment and stops payment. This form must be completed and submitted to HR PRIOR to the employee's last day of work to avoid overpayment. A letter of resignation should also be attached for the employee's HR file		X	X ²	X ²	X	X	1.) Supervisor, 2.) Dept Budget Ctr Mgr, 3.) Dept Head, 4.) HR, 5.) Budget, 6.) Payroll

X¹: for new faculty, HR needs a signed copy of the contract in addition to the Salary Change/Payment Authorization Form.

X²: In order to receive payment for their unused vacation time, administrators and staff must submit a final timesheet to Payroll.

CIGNA NEWS (cont.)

Workplace Wellness

CIGNA HealthCare has partnered with Seton Hall to provide a wealth of programs that are included with the current medical plans. The CIGNA Well Aware for Better Health provides support for chronic conditions such as:

- Asthma
- Chronic Obstructive Pulmonary Disease (COPD)
- Diabetes
- Heart Disease
- Low Back Pain

The free and confidential resources available through the CIGNA Well Aware for Better Health programs provide personalized support and information to help members manage chronic conditions. Call the Well Aware Team at 866-797-5833 or visit the website at www.CIGNA.com/betterhealth.

Non-Monetary Ways to Reward & Motivate Top Employees

The University may not be awarding pay increases this year, but there are still ways that supervisors can reward and retain top performing employees. For many employees, pay alone is not the sole motivating factor in a job and at Seton Hall, we certainly have a milieu of benefits that make working here rewarding. From tuition remission, to summer hours, to generous vacation accrual policies, to intrinsically satisfying work, we must remind our employees of all of the perks to working at SHU, especially in economic downtimes. According to a recent survey by consulting firm, Mercer,

Attraction and retention are no longer synonymous with pay; employers need to emphasize the total employment value proposition – including training opportunities, career development and workplace flexibility. These are the important levers that will help companies retain and engage their workforces in an affordable and sustainable way (2008).

If you want to do more than simply remind your employees of the many benefits to working at SHU, below are additional non-monetary ways to motivate top performers and to encourage their growth in a difficult economic environment.

1. Take the time to thank your employees. Praise them for a job well-done. According to Leigh Branham, founder of KeepingthePeople, Inc., 89% of employers believe that their employees leave their organization for more money. Only 12% of employees actually leave for more money, however. Among the top seven reasons that employees list for leaving their employer: feeling undervalued or unrecognized (www.hrdailyadvisor.blr.com, 2006).
2. Give top performing employees more challenging work. Show your employees that you trust them with additional responsibility and provide them with experience to help them to develop professionally.
3. Ask your star employees to mentor new, less experienced or poor performing employees. Allow your best talent to share their expertise. Those employees will feel valued and appreciated.
4. Encourage your employees to pursue training or to take classes to sharpen their skills. While we may not have the budget to send our employees to expensive training programs in the coming fiscal year, we do have unlimited academic courses that can be used to develop an employee's expertise. Human Resources also offers an in-house training program for all supervisors (E.D.G.E.). Register yourself or one of your supervisory employees for an informative program through PirateNet.

We can encourage and retain our best employees in difficult times, even with limited budgets. A great work environment creates happy employees. Draw upon your creativity to encourage top employees or call Human Resources for assistance and ideas. We are here to help!

Hiring Review Committee

As promulgated by Monsignor Sheeran's email to hiring managers dated January 29, 2009, all hiring requests must now pass through either the faculty hiring committee or the administrative and staff hiring committee. Prior to beginning the posting process in PeopleAdmin, please submit your request to the Hiring Review Committee (HRC). The process is as follows:

- Submit request to HRC
- HRC will approve or deny your request and notify you via email
- Following HRC approval, post your position in PeopleAdmin. As in the past, positions will still need to flow through the approval process prior to being posted on the site

If you have any questions about the new HRC or the revised process, please contact Jane Jacobs at x9181 or jane.jacobs@shu.edu.



Introducing...E.D.G.E.

The Department of Human Resources is pleased to introduce Seton Hall University's Supervisory Training Program entitled E.D.G.E.

The philosophy is simple - Seton Hall supervisors participate in specific courses which build upon their **education** and job experience, encourage personal and professional **development**, and **growth** in job knowledge, thus, **empowering** all to more fully perform the role of supervisor, manager, and leader. The program is designed to move the University forward in its mission to educate today's students to become tomorrow's leaders.

E.D.G.E. coursework begins with a core foundation of skills that all supervisors and managers will be required to demonstrate. In addition, E.D.G.E. offers various electives representing new trends in supervision, management, and leadership theories and practices.

Get the E.D.G.E. - *Education, Development, Growth and Empowerment* - needed to be successful in your supervisory or management role. The core courses being introduced for spring/summer 2009 are as follows:

What Every Supervisor Needs to Know About...

- Handling Performance Problems
- Harassment, Discrimination and other Workplace Justice Issues
- Initiating New Hires & Managing Compensation
- The Legal Aspects of Supervising
- Managing in a Union Environment
- Managing Performance – Setting Expectations, Coaching, Documenting Performance, Conducting the Discussion
- Workers Compensation, STD, LTD, ADA, FMLA, and HIPAA

For complete course descriptions or to reach the Training Calendar and Training Registration Database:

1. Log into the PirateNet Portal at <http://piratenet.shu.edu>
2. Select the Offices and Services tab
3. Select 'Upcoming Training Programs' within the Human Resources section

Who's Who in HR

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HRIS Specialist

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*If you would like to suggest a topic or see a particular question answered in this newsletter, please email kelly.wilk@shu.edu.