



## MEETING MINUTES

|   |                                     |                  |                           |
|---|-------------------------------------|------------------|---------------------------|
| <b>Meeting/Project Name:</b>            | Human Resources Policies Task Force |                  |                           |
| <b>Date of Meeting:</b><br>(MM/DD/YYYY) | 05/28/2008                          | <b>Time:</b>     | 4pm-6pm                   |
| <b>Minutes Prepared By:</b>             | Suzanne Richardson                  | <b>Location:</b> | Bobst Soho Conf.room 1244 |

### 1. Meeting Objective

1. Introductions
2. Review of Charter & Scope
3. Anticipated Meeting & Agenda Scope

### 2. Attendance at Meeting

| Name                              | Department/Division   | E-mail   | Phone |
|-----------------------------------|---|--|-------|
| Charles Bertolami                 | Dean, College of Dentistry                                    | Charles.bertolami@nyu.edu  | 89898 |
| Katie Casey                       | VP of Human Resources<br>EVP                                  | <a href="mailto:Catherine.Casey@nyu.edu">Catherine.Casey@nyu.edu</a> | 81245 |
| Lisa Biagas                       | Senior Director Human Resources                               | Lisa.Biagas@nyu.edu  | 89808 |
| Jim Hinojosa                      | Professor and chair,<br>department of occupational<br>therapy | Jh9@nyu.edu  | 85845 |
| Elise Eisenberg                   | Director of Informatics & Digital<br>Support Services         | Elise.eisenberg@nyu.edu  | 89790 |
| Katherine Drummond                | Sr. Director of HR<br>Administrative Services                 | Katherine.drummond@nyu.edu   | 81904 |
| Lisa Waldman (not in attendance)  | Associate Dean for Faculty<br>and Administration              | Lbw1@nyu.edu   | 86690 |
| Ted Madger                        | Associate prof of Culture and<br>community                    | Ted.Madger@nyu.edu   | 85015 |
| Grace Garnice (not in attendance) | Executive Director HR- Stern                                  | Ggarnice@stern.nyu.edu   | 80135 |



**3. Agenda and Notes, Decisions, Issues**

| Topic   | Owner             | Time |
|---|-------------------|------|
| <p><b><u>Introduction</u></b></p> <ul style="list-style-type: none"><li>➤ A number of task forces were conceptualized by the Core after UBAT; one was HR policy task force. We have an opportunity to propose guiding principles that might be a basis for interpreting both existing and future HR practices. We have latitude in establishing the exact scope and level of detail for the Task Force's deliberations.</li><br/><li>➤ Historically, policies can sometimes be implemented in an apparently inconsistent fashion across the -enterprise because of temporary and urgent needs. This can lead to unintended consequences and to policies that no longer serve the common interest, or are just outdated.</li><br/><li>➤ Our assignment is to identify problematic areas and to offer suggestions for improvement.</li><br/><li>➤ Katie is here for consultation and input into the process on the technical and legal aspects of policies.</li></ul> | Charles Bertolami |      |



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| <b><u>What we learned from UBAT</u></b>   | Katie Casey |  |
| <ul style="list-style-type: none"><li>➤ We just completed UBAT and one of their recommendations was for a separate study of retiree medical and part time benefits.<ul style="list-style-type: none"><li>○ Margaret Meagher is going to head up a small team that will research and bench mark current costs, trends /perspectives, spousal eligibility etc. of retiree medical and part time benefits.</li><li>○ Margaret's team has agreed to take that as a sub-project and will come in to our committee to report out. The HR policy task force will determine the final recommendation.</li></ul></li></ul> |             |  |
| <b><u>WORKBOOK</u></b>  |             |  |
| <ul style="list-style-type: none"><li>➤ This is a very rough assessment of some areas that HR has already identified as problematic. Potential solutions are also offered within this workbook as a basis for discussion.</li><li>➤ This workbook was created from Remedy Data reflecting calls to HR regarding policies and hits to the HR website.</li><li>➤ This workbook is meant to be a thought piece to familiarize ourselves with things that could be within our scope.</li></ul>  |             |  |



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| <p><b><u>Examples of Existing Problems with Policy</u></b></p> <ul style="list-style-type: none"><li>➤ FMLA is very generous and employees can stack vacation and sick pay. Because they receive the NY State disability benefit \$ 180 employees can earn more than their salary</li><br/><li>➤ When the employee doesn't return to work (Job Abandonment), there seems to be no penalty.</li><br/><li>➤ The non taxable TR for grad school (if courses were job related) is an example of a policy that is well intentioned, but creates confusion.</li><br/><li>➤ Communication is the key to a lot of issues we face.</li><li>➤ Website is confusing. Going to a website and getting timely accurate information is important.</li><br/><li>➤ The final work product of this committee will be put on the web.</li><br/><li>➤ We should all be cognizant of the fact that there is a policy on policies. The senior team has to bless it, and then it goes to the appropriate functional owner.</li></ul> <p><b><u>Where do we fit vis a vis our competitors?</u></b></p> <ul style="list-style-type: none"><li>○ Do we want to be on par with Princeton and Penn?</li></ul> | Everyone |  |
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**Guiding Principles/ Specific Charges**

- Primary charge (draft) “Ensure that NYU Administration delivers accurate, timely, high quality, user-friendly service in the HR area at the lowest effective cost and with the proper balance between local and University level resources.”
- We need guidelines that will ensure we make recommendations that will be helpful.
- Guidelines should be in support of the mission of the university
- Consistency could be a powerful guiding principle. But who does it refer to? Faculty, staff, administrators, and/or employees? Should consistency exist across schools or should some latitude be permitted/encouraged? Should there be varying rules for faculty, administrators, and staff? Do we put those differences in the words of the principles?
- Policies need to be communicated in clear and concise language, consolidated in policy guidelines so the form and envelope fit.
- In terms of guiding principles: Providing and creating policies that enable us to attract and retain to faculty and staff. Create an environment where people do feel that they have an opportunity to advance and be connected to the institution.
- One of the most important responsibilities of the Task Force will be to formulate guiding principles that direct both the actions of the Task Force and that will offer a continuing guide to the creation and implementation of future HR policies and practices. Some ideas that were discussed as matters of guiding principles included
  - Avoiding litigation.
  - Consistency. Across employee classifications? Schools? (Making sure we have consistent policies and that there are no surprises. Supervisors are aware of what HR policies are.)
  - Reduction of paperwork. Identify bottle necks. Reduce forms and signatures.
  - Leverage technology.
  - Recruit and retain the best possible faculty, administrators, and staff (leaves or sabbaticals for administrators, maybe we haven't thought about retention of staff/ administrators)
  - Support the well being and professional growth, creativity, of faculty, staff, and administrators.
  - Policies do not discriminate, and ensure diverse working populations.
  - Enhance and protect the financial resources of the university.

Charles Bertolami offered to review this list and to utilize the HR Workbook in an effort to come up with 5-7 Guiding Principles that will be sent to all members of the committee for discussion and revision before the next meeting. The categories of different problems that are evidenced in the Workbook offer a good sampling of HR difficulties that can help to define or template what



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| <p><b><u>Fiscal Responsibility</u></b></p> <ul style="list-style-type: none"> <li>➤ Small changes can translate to huge financial consequences. UBAT was cost neutral.</li> <li>➤ We may be able to “fund” policy changes from other changes for instance we don’t have pool limits on promotions and adjustments we’re going to cap that out at 1% that’s up for review if we made that change we’d have \$4-4.5 million If at the end of the day we priced things out evenly, it actually saves us money.</li> <li>➤ We will need to keep a ledger of “spends” and “saves” as all changes need to be cost neutral.</li> <li>➤ What would that be attractive opportunities for schools? We may have to estimate the costs,</li> <li>➤ <b><u>Deliberative Privilege</u></b></li> <li>➤ <b>Do not distribute discussion materials to anyone outside the policy committee.</b></li> </ul> <p><b><u>Guests</u></b><br/>       There will be HR subject matter experts that will come in from time to time, for consultation and discussion of policies we are interested in looking at, the committee will determine who they want to bring in.</p> |  |  |
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| 4. Action Items                              |          |           |
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| Action                                       | Owner    | Due Date  |
| Draft Guiding Principles Discussion (online) | Everyone | 6/18/2008 |
| Determine date of next meeting               |          |           |
|  |          |           |
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| 5. Next Meeting (if applicable) |           |              |       |                  |                           |
|---------------------------------|-----------|--------------|-------|------------------|---------------------------|
| <b>Date:</b><br>(MM/DD/YYYY)    | 6/18/2008 | <b>Time:</b> | 4-6pm | <b>Location:</b> | Bobst Soho conf room 1244 |
| <b>Objective:</b>               |           |              |       |                  |                           |