Amherst College
Human Resources Department

Supervisory Forum
January 30, 2014
Agenda

11:30 AM  Welcome and Introduction
11:35 AM  Strategic Planning Process
11:50 AM  Diversity and Community Efforts
12:05 PM  Compensation Review Update
12:20 PM  AC Data/New Tools for Supervisors and Employees
12:30 PM  Return to Work Procedures
12:40 PM  Supervisor Development
12:50 PM  Announcements/Reminders
1:00 PM   Adjourn
Strategic Planning Process
Strategic Planning Process

• Five committees will examine various areas and programs, critical to the future of Amherst College:
  – The Integration of Research, Teaching, and Learning
  – The Integration of Curricular and Co-Curricular Learning
  – Diversity and Community
  – The Internationalization of Liberal Arts Education
  – Technology
Committee on Diversity and Community
Diversity and Community

Charge to the Committee

• What definition of, and overall approach to, diversity does Amherst College want to embrace? How is diversity important to our mission?
• How do we support all our students, faculty and staff to ensure that they thrive at Amherst College?
• How do we make the campus safe, respectful, challenging, and inclusive for diversity in all its forms?
• How do we create a culture that facilitates community members in negotiating between specific group affinities and their membership in a larger community? How do we change the culture of segmentation on the Amherst campus?
• How can we make the best creative use of our community’s diversity in thinking about research, curricular and extracurricular offerings?
Compensation Review Update
Compensation Review Update

• HR received approval to start our total compensation review, in collaboration with Sullivan-Cotter

• The proposed nine months timeline includes data gathering and market analysis to refine our job hierarchy and develop a new salary structure

• Two Teams will be working with the consultants:
  – A Project Team, composed of members from the Senior Staff and HR
  – An Advisory Team, composed of members from the Manager’s Council, Employee Council and the Committee on Priorities and Resources (CPR)
Compensation Review Update

- The teams will gather and provide feedback to the community
- HR will provide other means for communication and input, including a dedicated section in our website
- An official communication will be sent to the community in the coming weeks
## Amherst College Total Compensation Review
### High-Level Project Overview

<table>
<thead>
<tr>
<th>MAJOR PROJECT PHASE</th>
<th>Proposed Timeframe</th>
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<tbody>
<tr>
<td>1</td>
<td>January/February</td>
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<td>Project Planning</td>
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<td>Compensation</td>
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<td>Development</td>
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<td>February/March</td>
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<td>Job Validation</td>
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<td>March / April</td>
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<td>Competitive</td>
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<td>Assessment of</td>
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<td>Benchmark Jobs</td>
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<td>May / June</td>
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<td>Refinement of Job</td>
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<td>Hierarchy and Salary</td>
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<td>Structure Development</td>
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<td>June / July</td>
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<td>Evaluation of Non-</td>
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<td>Benchmark Positions</td>
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<td>/ Job Assignment</td>
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<td>Finalization</td>
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<td>July</td>
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<td>Program Administration</td>
<td>(Costing, Guidelines / Approvals)</td>
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<td>7</td>
<td>August / Sept</td>
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<td>Program Finalization</td>
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<td>Communication and</td>
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<td>Training</td>
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• The proposed project plan incorporates the appropriate approvals, checkpoints and communication of key groups throughout the project. We have incorporated suggested checkpoints and team roles for each phase in our proposed approach.
AC Data/New Tools for Supervisors and Employees
AC Data/New Tools

HR and IT are collaborating to provide additional tools for employees and supervisors which are anticipated to be available in May, 2014.

Dining Services:
• The ability to import time clock data into Colleague payroll files

ACData for Employees:
• Real time address updates
• Specify preferred names (in addition to legal name)
• Specify directory preferences and verification
• Salary letters (tentative)
AC Data/New Tools

ACData for Supervisors:
• Ability to view the employee information of your direct reports and his/her direct reports up the organization tree, including:
  • Leave Time balances for Non-Exempt employees
  • Annual Salary and Grade
  • Workflow to support salary recommendations and approvals (following performance evaluations)
  • Salary letters (tentative)
  • Performance Evaluations (future)
Return to Work Procedures
Return to Work Procedures

The following apply to both exempt and non-exempt employees:

• If the employee is out for 5 or more days due to illness or injury, HR needs to be informed

• If the employee is out for 5 or more days due to illness or injury, a release from a physician/medical professional is required to return to work

• If a medical release is not presented then the employee should not be allowed to return to work until documentation is presented
Return to Work Procedures

Documentation under the Family Medical Leave Act (FMLA)

• FMLA paperwork is sent when the individual is out for 5 or more days, or is expected to be out for 5 or more days
• If FMLA paperwork is not returned, then the leave is not protected under FMLA
• If the leave is not documented by a medical professional, then it is difficult to determine how the leave time should be categorized and for how long the employee should be paid
Leadership Development
Survey Responses – Leadership Training

1. Active listening skills
2. Building teams
3. Conflict resolution
4. Customer Service
5. Emotional Intelligence
6. Facilitating productive meetings
7. Giving constructive feedback
8. How to support employees to be successful
9. Influence skills
10. Leadership “from within”
11. Leading in the middle – helping your direct reports while meeting the expectations of top management
12. Leading thru change
13. Leading, not managing
14. MBTI and leadership styles
15. Motivation
16. Time Management
17. Working with the media
Survey Responses – Performance Evaluations

1. How to be honest without hurting people and damaging the relationship.

2. How to speak about areas of weak performance in ways that are empowering, not discouraging.

3. Writing the evaluation is only once a year; however, the process should be ongoing for supervisors.

4. Document good behavior and bad. Don’t wait until the evaluation meeting to discuss bad behavior. There should never be any surprises.

5. Although the employee is evaluated based on how they perform, duties outlined in their Performance Plan, sometime comparisons of workers helps to justify ratings.
6. When challenged by the employee regarding a rating, don’t be quick to say “no”. By acting this way it sends the employee a message that there is no discussion or compromise.

7. Take time to meet and don’t rush the meeting. In many cases it the only time to really chat about overall performance.

8. Using a “positive” self-evaluation form for my reports.

9. With regard to performance reviews, it would be interesting to have a speaker on “pay-for-performance” and setting SMART (Specific, Measurable, Achievable, Relevant and Time bound) Goals in the context of Amherst College’s broader campus goals and how these might translate down to the various administrative / support teams.

10. How to help staff articulate and recognize for themselves where their performance needs more attention and effort.
Advanced Leadership Program

This series invites supervisors and department heads to reflect on their current leadership skills and style, and to re-imagine how they can become more effective and more successful as leaders within the Amherst College community.

The sessions will allow participants to think about four different aspects of leadership:

- understanding the leader within and living their own values
- exploring how to lead and interact effectively with individuals
- managing the work and leading a department or work group
- leading successfully in the institution

Sessions will be led by a variety of content experts who can provide important content and ideas while also encouraging the participants to think and learn, modeling the mission of the college. Each session will support one or more of these themes/goals.
HR Café Collection

• The HR Café Collection is a joint effort by the Office of Human Resources and the Library to provide access to books, videos and other resources to promote and support professional development opportunities.
HR Café Collection

• The Café Collection does not require you to check out a book with your Amherst ID; the collection is available on the honor system. We request that you take the book, read and study it, and then return it to the shelves when you are finished.

• If you are interested in a book and cannot find it on the shelves, please contact Stephen Butler in Human Resources at sdbutler@amherst.edu or 542-2521.
Announcements/Reminders
Announcements/Reminders

• New Service Recognition Program
• Performance Management Process
• Probationary Periods
  – DH Approval
• Leadership Series
Future Meetings

Let us know what you want to know!
Questions?
Thank you for your participation!