



Monitoring Report
EL-03 Treatment of Employees
January 12, 2023

I hereby present my monitoring report on the Executive Limitations Policy EL-03: Treatment of Employees according to monitoring report schedule (BPD-04). I certify that the information contained in this report is true and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Signed Leah A. Barrett, President

Date 06 January 2023

The President shall not cause or allow a workplace environment that is unfair, disrespectful, unsafe, disorganized, or otherwise interferes with employees' ability to do their jobs.

INTERPRETATION

Whether a person is being treated fairly or with respect, or whether a person feels organized, is a matter of perception, so asking employees is a reasonable way to assess it. Northeast Community College administered the Title IX Climate Survey in the Spring of 2022 allowing employees to rate their perceptions of working conditions. Therefore, I interpret a workplace environment that is:

- A. Not unfair to mean a 75% positive response or higher on the employee climate survey to the question: "I believe this school is trying hard to make sure that all students and employees are treated equally and fairly."
B. Not disrespectful to mean a 75% positive response or higher on the employee climate survey to the question: "I believe that students and employees at this school respect one another."

- C. Not disorganized to mean a 75% positive response or higher on the employee climate survey to the question: “I believe this school is doing everything they can to protect students and employees from harm.”
- 1) A reasonable benchmark of 75% aligns with the national average for similar institutions. An expectation of 100% on a survey would not be reasonable because surveys measure perception, not fact.
- D. Additionally, several studies have found a correlation between the use of sick leave and stressful working conditions <https://www.thehrdirector.com/business-news/health-and-wellbeing/stress-biggest-cause-of-absenteeism/> and <https://www.rcinet.ca/en/2015/10/05/workplace-stress-means-employees-take-more-sick-days-off/>. Therefore, I interpret a workplace environment that is not unsafe to mean the average sick leave per person is below average for our industry. The Bureau of Labor Statistics National Compensation Survey analysis shows that workers take on average, three (3) sick leave days per year. <https://www.zenefits.com/workest/what-is-the-average-number-of-sick-days-in-the-u-s/>

## EVIDENCE

- A. A 73% positive response on the 2022 employee Title IX climate survey to the question: “I believe this school is trying hard to make sure that all students and employees are treated equally and fairly.”
- B. A 73% positive response on the 2022 employee Title climate survey to the question: “I believe that students and employees at this school respect one another.”
- C. An 87% positive response on the employee 2022 Title IX climate survey to the question: “I believe this school is doing everything they can to protect students and employees from harm.”
- C.1. The College did not meet compliance in sections A & B above as 73% is less than the target 75% benchmark. Although the shortfall is minimal, the College recognizes that these are areas of opportunity for continuous improvement. To increase these percentages going forward, we are investing in bettering culture by way of the Engagement Team and utilizing focus groups as an additional channel to attain employee feedback outside of climate surveys. This includes meetings at the extended campuses to understand their engagement needs. Based on a recent [article](#) from the Chronicle of Higher Education, colleges and universities across the United States are also experiencing similar issues and are developing strategies to improve culture and focus on respect and equity. Although the pandemic caused constraints, it is not the entire source of the problem. In the article, Brad Shuck, a professor of human and organizational development at the University of Louisville, stated to the article author, Kevin R. McClure, “Engagement isn’t a boundless reservoir from which we can just

draw all the time. But instead, we go through these natural ebbs and flows, and those cycles are healthy because they allow us to heal and to rest and to reflect.” Shuck explained that engagement at work is a product of healthy organizational culture, but it also requires that workers feel included.

D. The College’s average annual sick leave taken per person per year is 2.85 days and the industry average is three (3) days per year.

**... the President shall not:**

**1. Allow employees, or those seeking to be employees, to be without current, enforced, written human resource procedures that clarify expectations and working conditions provide for effective handling of grievances, and protect against wrongful conditions.**

The following table provides an interpretation of each policy condition and a description of the evidence to support compliance.

Policy Condition	Interpretation	Evidence
Current, written documentation that clarifies expectations and working conditions and their enforcement	<p>There are written human resource policies and procedures in place, reviewed at least every five (5) years, that address terms of employment, expected hours of work, compensation and benefits, leaves, absenteeism, access to personnel records, emergency procedures, employee evaluation processes, progressive discipline, job classification, criteria for accessing employee professional development funds, and procedures for fair hiring practices.</p> <p>All Human Resources Policies and Procedures are publicly accessible on the College’s website: <a href="https://northeast.edu/about-us/policies">https://northeast.edu/about-us/policies</a> “Human Resources - 7000” category.</p>	<p>A review by the Vice President of Human Resources, (VP-HR) and Vice President of Administrative Services &amp; General Counsel (VP-AS) of relevant HR policies and procedures was conducted in 2018- 2022 and confirmed all noted policies and procedures are in place and were last reviewed in 2018-2022.</p> <p>Continuous and ongoing review of policies and procedures will be conducted; potential, necessary revisions will be made due to changes in future federal and state labor laws. An internal matrix is used and followed to ensure policies and procedures are reviewed and implemented based on the five (5) year review schedule.</p> <p>PolicyStat Software has been implemented as a management solution to simplify the management of policies, procedures, forms, and other important documents such as Board monitoring reports. This is a cloud-based solution and is accessed by users (employees and the public) via a standard web browser. The solution allows for policy, or</p>

		<p>other document sharing with ease of use. For most users, their PolicyStat experience will entail searching, locating, reading, and potentially acknowledging policies/procedures. Policy/procedure owners can edit/maintain documents they are assigned, start the review process through an approval workflow, approve changes, make comments, rescind documents, and view restricted documents they own.</p> <p>Acknowledgments can be assigned to specific users or user groups, if necessary. This is not required. Templates can be developed to reduce the formatting necessary by end users. Notifications are also enabled when utilizing workflows to alert users when they are to acknowledge a policy/procedure when a document is ready for review, and when others have made changes to a document.</p> <p>Adopting this policy management solution will significantly reduce the administrative oversight of this work and free up the time spent by many individuals to focus on more strategic work. Workflows will automate the processes to develop, review, revise, and rescind/archive policies and procedures for all owners and reviewers thus reducing the manual updates and tracking that are currently taking place.</p> <p>Our legal counsel confirmed the policies and procedures are consistent with legislation in May 2022. A review of revision dates confirmed there have been no substantive changes since then.</p> <p>This content is consistent with the industry norms for human resource policies and procedures, according to our legal counsel and affiliation with the Society of Human Resource Management (SHRM) and the Colleges &amp; University Professional Association – Human Resources (CUPA-HR).</p>
Clarifies expectations and working conditions	If at least 90% of employees agree that the handbook is clear, then the few who do not agree are likely to do so, due to factors other than clarity.	<p>92% of employees in an anonymous PACE Climate survey in 2020 agreed that expectations and working conditions as described in the employee handbook are clear.</p> <p>Job descriptions are reviewed annually as a part of the 2022 compensation study project and going forward with the annual</p>

		<p>performance review process. This will help ensure expectations and working conditions are current based on each position.</p> <p>The newly enhanced performance management program was implemented in the Fall of 2022. Employees and supervisors were trained on the process in August and September of 2022. The performance management program integrates job description reviews through an HRIS software system, PeopleAdmin.</p>
Policy Condition	Interpretation	Evidence
Enforcement	<p>All employees have signed an agreement to adhere to all policies and procedures. This provides documented proof employees know about and have agreed to abide by the policies and procedures.</p>	<p>A review of HR files by the HR Compliance Officer in 2019 confirmed 100% had a signature on file indicating an agreement to the policies and procedures. Any employee onboarded to the College is required to sign this agreement prior to starting their position. The HR representative processing onboarding documents will audit this when reviewing new hire signatures to ensure form completion. The HR executive assistant does a second check of signatures upon digitally filing the employee records.</p> <p>Employee perception and observation are also ways to assess enforcement. This is a reasonable level to achieve, as there will always be a small number of people whose perceptions are negative.</p> <p>All employees sign the agreement form as a part of their onboarding paperwork 91% of employees in an anonymous PACE Climate survey in 2020 agree with the statement, "The policies in the Employee Handbook are applied fairly and consistently."</p>
Effective handling of grievances	<p>There are written policies and procedures describing how to report a grievance, including details of the process and deadlines, and the process provides for a fair hearing and legal counsel confirms they are consistent with the principles of natural justice or procedural fairness. This information is stated in AP-7710.0 Employee Grievance Procedures:</p> <p><a href="https://necweb.azureedge.net/documents/policies/AP77100.pdf">https://necweb.azureedge.net/documents/policies/AP77100.pdf</a></p>	<p>A review by the VP-HR of policies and procedures in May 2022 and December 2022 confirmed all noted details are present. Our legal counsel reviewed the policies and procedures regarding grievances in December 2022.</p> <p>The College implemented Maxient software to provide an electronic complaint process for all grievances and harassment complaints. This software also has modules for academic integrity, student conduct, and Title IX. The software provides further efficiency for handling grievances and complaints as well as meeting compliance for required</p>

		<p>documentation and reporting, meeting investigation timelines, and ensuring adequate, consistent processes. This software was implemented and trained for administrators in the Summer of 2022.</p> <p>There was one grievance filed. The process (AP-7710.0) was followed, and it was resolved at the President’s Level. The board chair was kept informed of the process as it progressed.</p> <p>The institution acts with integrity; its conduct is ethical and responsible. This includes President updates and operational reports to the Board as necessary or appropriate. Also stated in the Northeast Community College Higher Learning Commission Assurance Argument (2022), Criterion 2 Summary: Adherence to integrity at Northeast Community College begins with board policies and administrative procedures that direct the ethical and responsible conduct for all constituents – Board members, employees, and students. The College ensures multiple avenues are employed for communicating policies and procedures to internal and external constituencies. Evidence of the College’s compliance with this criterion includes established processes to avoid conflicts of interest, internal controls and successful completion of external audits, and practices for conducting open Board meetings.</p> <p>Additional evidence is noted below.</p>
<p>Protects against wrongful conditions</p>	<p>Internal and external legal counsel experienced in labor relations and Title IX federal and state laws, confirms that written policies and procedures provide clear guidelines explaining employees’ options if they are unfairly treated by a supervisor, or unfairly disadvantaged in comparison with others who are related to a supervisor. Wrongful conditions include unfair treatment, nepotism, discrimination, and harassment.</p> <p>Applicable procedures:  AP-1010.0 Nondiscrimination,  <a href="https://necweb.azureedge.net/documents/policies/AP10100.pdf">https://necweb.azureedge.net/documents/policies/AP10100.pdf</a></p> <p>AP-1010.1 Harassment,  <a href="https://necweb.azureedge.net/documents/policies/AP10101.pdf">https://necweb.azureedge.net/documents/policies/AP10101.pdf</a></p>	<p>On May 2021 the VP-HR reviewed the Human Resource policies and procedures related to unfair treatment and wrongful conditions with a Title IX Consulting Firm, ATIXA.</p> <p>There are clear written guidelines explaining circumstances that are not acceptable, the steps to be taken if an employee encounters such situations, including details of the process, and the consequences. This is reasonable as knowledge of the process to follow is a crucial part of protection.</p> <p>The reporting process provides an option to submit a complaint without complaining directly to the immediate supervisor. This is reasonable as it is important for an employee to be able to submit a complaint without fear of retaliation.</p>

	<p>Applicable procedures continued:</p> <p>1020.0 Equal Opportunity,  <a href="https://neccweb.azureedge.net/documents/policies/BP1020.pdf">https://neccweb.azureedge.net/documents/policies/BP1020.pdf</a></p> <p>1030.0 Freedom of Speech,  <a href="https://neccweb.azureedge.net/documents/policies/BP1030.pdf">https://neccweb.azureedge.net/documents/policies/BP1030.pdf</a></p> <p>BP-7121 Nepotism  <a href="https://neccweb.azureedge.net/documents/policies/BP7121.pdf">https://neccweb.azureedge.net/documents/policies/BP7121.pdf</a></p> <p>Source: Harassment and Nondiscrimination for all Faculty, Students, Employees, and Third-Parties  <a href="https://neccweb.azureedge.net/documents/titleix/Harassment-Nondiscrimination-IP2P.pdf">https://neccweb.azureedge.net/documents/titleix/Harassment-Nondiscrimination-IP2P.pdf</a></p>	<p>The Title IX Coordinator is monitoring the U.S. Department of Education 2022 Proposed Amendments to its regulations. There have been no additional policy changes made since the 2022 Board monitoring report at this time. The earliest any regulation changes will occur will be the start of the 2023-24 academic year at the earliest. Any policy changes will be made once regulations are made final and communicated publicly.</p> <p><a href="https://www2.ed.gov/about/offices/list/ocr/docs/t9nprm-factsheet.pdf">https://www2.ed.gov/about/offices/list/ocr/docs/t9nprm-factsheet.pdf</a></p> <p><a href="#">BP-7121</a> Nepotism is currently being reviewed and an administrative procedure is in the development stages to provide additional clarity and standards for close relatives or individuals in personal relationships employed by the College in the same or different departments or divisions. The Human Resources Standing Committee will review the newly proposed AP-7121.0 Nepotism and Personal Relationships procedure in January 2023. The procedure covers personal, supervisor-subordinate, and faculty-student relationships. Once AP-7121.0 is approved and published, the corresponding BP-7121 Nepotism policy will be rescinded as a result.</p>
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**...the President shall not:**

**1.1 Permit Employees to be without adequate protection from harassment and bias.**

INTERPRETATION

I interpret adequate protection from harassment and bias to mean the organization has policies and procedures in place to address harassing conduct and hold employees accountable at the earliest possible stage before the conduct becomes so “severe and pervasive, and/or objectively offensive”. Source: Procedure AP-1010.0 Harassment  
<https://neccweb.azureedge.net/documents/policies/AP10100.pdf>

This is reasonable because inadequate protection from harassment and bias for employees could result in severe consequences it can have for the victims and those who witness it. Additionally, workplace harassment and/or bias can have a direct effect on the College

in terms of increased absenteeism, lower productivity, higher employee turnover, loss of morale, and the potential costs of fighting or settling harassment lawsuits.

## EVIDENCE

- A. Internal review by the VP-HR and VP-AS of applicable policies and procedures in May 2022 confirmed they are consistent with all legal requirements. (see section #1)
- B. Internal review of applicable policies and procedures in May 2022 confirmed they include descriptions of unacceptable circumstances and a detailed reporting process. (see section #1)
- C. Internal review by VP-HR and VP-AS of policies and procedures on May 2022 confirmed a process to submit a complaint other than to an immediate supervisor is present. See section F.  
Source: Harassment and Nondiscrimination for all Faculty, Students, Employees, and Third-Parties  
<https://neccweb.azureedge.net/documents/titleix/Harassment-Nondiscrimination-IP2P.pdf>
- D. A review by VP-HR and VP-AS of HR files on harassment confirmed there was one report (Year 2022) of harassment that after the investigation commenced, the complainant chose to withdraw the complaint for informal resolution. In the event there are any substantiated claims, the appropriate discipline is applied by VP-HR or designee, which is consistent with the progressive discipline procedures AP-7322.0 Progressive Discipline for Non-Faculty Employees.  
<https://neccweb.azureedge.net/documents/policies/AP73220.pdf> and AP-7322.1 Progressive Discipline for Faculty Employees <https://neccweb.azureedge.net/documents/policies/AP73221.pdf>
- E. Campus Climate Surveys are administered regularly to attain feedback and metrics related to a safe and secure work environment. The newly formed Engagement Team reviews priorities and develops action plans to improve the culture and environment. This Team also recommends the dates on which Climate Surveys will be launched as well as explores various survey tools to ensure PACE meets the needs of the institution.
- F. Maxient Software for managing student and employee misconduct, harassment, or discrimination reports was implemented in the Summer of 2022. This tool provides an effective, efficient process when responding to reports. There is increased awareness of prohibited forms of conduct and information about how to use the College's reporting system. The Title IX team has communicated to the College employees the new reporting process  
[https://cm.maxient.com/reportingform.php?NortheastCC&layout\\_id=3](https://cm.maxient.com/reportingform.php?NortheastCC&layout_id=3) while continuing the previous [complianceofficer@northeast.edu](mailto:complianceofficer@northeast.edu) reporting option as a backup option. The Title IX team also received formal, in-person Maxient Software training in July 2022.
- G. Annual harassment prevention and Title IX training is administered to all employees through the Learning Management System, SafeColleges. As of December 2022, 25% of employees have completed the training. The deadline to complete the



required Title IX and safety training assigned to all employees through SafeColleges is Mar. 31, 2023. The intent is to have all safety (SafeColleges), information security (SANS) and Title IX training be launched in April of each calendar year. Employees will have 12 months (due date of Mar. 31) to complete all required, virtual compliance training on an annual schedule.

- H. A new, additional campus climate survey for employees was administered in the spring of 2022 for Harassment and Discrimination for additional compliance as it relates to Title IX federal and state laws. The survey will be launched every two years going forward. This survey is a necessary component of the annual State of Nebraska Legislative Report for Title IX subject to §85-608. The last report was submitted in 2021 (link below); the new report will be completed in the Fall of 2023. Per state statute, this report is required for odd-numbered years.

- a. [https://nebraskalegislature.gov/FloorDocs/107/PDF/Agencies/Northeast\\_Community\\_College/761\\_20210917-111503.pdf](https://nebraskalegislature.gov/FloorDocs/107/PDF/Agencies/Northeast_Community_College/761_20210917-111503.pdf)
- b. <https://nebraskalegislature.gov/laws/statutes.php?statute=85-608>

**...the President shall not:**

**1.2 Permit employees to be uninformed of the performance standards by which they will be assessed.**

#### INTERPRETATION

Compliance will be demonstrated when a performance management program is developed and utilized so that employees create their own annual performance goals that include frequent discussions, ambitious scope, specific milestones, and transparency. Employee performance expectations for the coming year include 1) department goals, 2) professional development goals, and 3) performance goals. This is reasonable because according to the American National Standards Institute, Inc., departmental, behavioral, and performance goals which are specific and measurable “describes the minimum effective standard for performance goal setting”. The percentage of employees that draft and submit their annual goals as approved by their supervisor should be at 100% by December 1, 2022.

#### EVIDENCE

An internal review of goal submissions was at 99% for all permanent employees as of December 1, 2022. Employees will be evaluated at the end of the fiscal or academic year for their goal progress and completion, overall work performance, behavior, and individual professional development accomplishments. Training for the new, electronic performance evaluation programs occurred in August and September of 2022. A fair amount of discussion took place in the Teaching and Learning Sub-Committee and Human Resources Standing

Committee meetings as well as President’s Council. These meetings included feedback received by employees, past climate surveys, and review of previous performance evaluation templates in creating this current evaluation process.

As in past evaluations, these electronic performance evaluations are conducted through PeopleAdmin, which is the software tool that Human Resources uses for talent and record management. This tool also supports recruiting, hiring, and job descriptions. This improved evaluation process consists of steps taken throughout the year by both the employee and their supervisor. In addition to the performance evaluation, is a “Mid-Year Coaching Check-in”. The evaluations are used as a coaching opportunity, and the College encourages supervisors to have regular communication with their staff and faculty throughout the year. Having a mid-year check-in, and regular communication will allow the supervisor to coach, guide, and direct their employees in a positive manner. The Vice President of Education Services (VP-ES) in collaboration with the VP-HR and VP-AS will continue the further discovery of annual faculty job description reviews to customize the standard 15% essential function portion “general additional duties beyond teaching” to individually evaluate and match faculty skills with job requirements that fit the instructor appropriately and benefit the institution. Faculty performance evaluations will be enhanced to include a workflow step that requires a credential review by the Academic Dean or Academic Program Director to cross-reference the courses being taught by the instructor. The VP-ES will provide valuable insight on these adjustments for 2023 to ensure consistent and ongoing credentialing measures as required by the Higher Learning Commission.

The Employee Performance Review procedure [AP-7315.0](#) is being revised to reflect the new process going forward. The expected final review and approval of that document will be in January 2023.

**...the President shall not:**

**2. Allow conditions or practices inconsistent with a trusting, cooperative, and collaborative workplace environment.**

### INTERPRETATION

75% of employees on an anonymous confidential Title IX Climate survey in 2022 agree with the statements, “I feel like I am a part of this school.” and “I am happy to be an employee at this school.” Asking employees for their perceptions anonymously is most likely to provide a valid response. 75% is reasonable because if a person disagrees with something, there may be a tendency to criticize the workplace environment even though there is trust, cooperation, and collaboration.

## EVIDENCE

On the most recent employee survey conducted in the Spring of 2022, an average of 87% of respondents replied positively to the statements, “I feel like I am a part of this school.” and “I am happy to be an employee at this school.” The evidence of this data point is influenced by the work of the Human Resources and Workforce Development Departments as well as the Engagement Team.

The Engagement team has approximately twenty members to represent all divisional areas of the college. Their vision is to empower and inspire employees through active engagement with their respective divisions and departments throughout the college community. The team’s purpose is to empower and inspire employees through active engagement within their respective departments and positions, through the college community.

### Purpose:

- Develop an environment where employees feel motivated, appreciated, energetic, and committed to their work.
- Promote interaction and trust between administration, leadership, and employees.
- Seek to understand and appreciate different perspectives.
- Address employee concerns and issues.
- Encourage, celebrate, and recognize employees.
- Actively solicit employee feedback; evaluate and recommend strategies for improving employee engagement.
- Review employee survey results, assess results and recommend appropriate actions to address priorities for change.

The team is focusing on accomplishing the following high priorities:

- Leadership Development Program
- Total Rewards
- Newsletter Enhancements
- Governance Task Force & Transparency with Decisions
- Additional Employee Events
- Banner Self-service Upgrade
- SharePoint Upgrade
- Universal Calendar of Events
- Adjunct Onboarding, Inclusion & Technology Support

- Intentional "Rounding" and Participation by leadership
- Appreciation and Recognition of Extended Campuses – Campus Visits

Leadership development programming is in place to train supervisors to be more effective leaders and role models for their direct reports. As part of the Leadership Development module of the college's Professional Development Roll-out Plan, the College, through a leadership consultant, Julie Younkin, offered two trainings/workshops in July 2022 to supervisors, as well as the College community, to help enhance the specific skills it takes to supervise and manage employees. These trainings were well attended with 82 of 85 employees who have direct reports attending one or both sessions and 8 employees without direct reports who elected to attend and are interested in a future leadership or supervisory position. The two trainings/workshops offered were "Litigation Landmines" and "Monitoring & Evaluating Performance". The Litigation Landmines training provided general information to supervisors about the importance of documentation; how to avoid the risk of wrongful termination, harassment, and discrimination claims. It was a proactive approach to protect the organization from employment-related lawsuits and learning the roles and responsibilities of being a supervisor. The Monitoring & Evaluating Performance training provided supervisors with the tools and knowledge to clearly communicate expectations to their staff as well as offering regular, timely and constructive feedback.

Valuable and positive feedback received from supervisors and/or employees that attended Litigation Landmines included –  
*"The training provided a great overview of the laws and situations supervisors need to be aware of. Thank you for examples of documentation and evaluations"*

*"Even though I'm not a current supervisor, it's all helpful info on how to interact with others and if I ever become a supervisor in the future."*

*"The information was presented wonderfully! Julie always does a fantastic job!"*

*"I needed guidelines for punitive interactions and those were provided."*

"Monitoring & Evaluating Performance" was the second training workshop offered. In this training, the consultant discussed the best practices to monitor and evaluate employee performance. As communicated previously, the college will be implementing staff and faculty performance evaluations in the fall and the consultant provided beneficial information to help supervisors in navigating through these annual evaluations including accelerating performance by using FAST goals, dos, and don'ts in conducting annual reviews and how

to use performance improvement plans. The consultant also stressed “managerial courage” to our supervisors and the importance of being direct yet respectful when evaluating and coaching staff.

Valuable and positive feedback from this training included –

*“I really liked the conversations on open vs. closed questions, this will be valuable.”*

*“I loved the suggestions and table exercises.”*

*“I would like continued opportunities like this.”*

*“Julie did a great job. I think anything led by her would be wonderful.”*

Throughout the Fall of 2022 and Spring 2023, we will be offering 5 additional training workshops for supervisors:

Building a Culture of Accountability - October of 2022

Creative Problem Solving & Brainstorming – December 6 and 7, 2022

Conflict Management – March 15 and 16, 2023

Communicate Like a Leader – May 23 and 24, 2023

Leveraging the Power of DISC (for leaders) – July 11 and 12, 2023

We do require that our supervisors attend 4 of the 6 trainings offered outside of Litigation Landmines.

Professional Development training programs for all employees are being scoped and implemented in the spring of 2023. These trainings will bridge off the supervisor trainings so there are clear messages of the College’s stance in all training areas.

Additionally, the College is working through a compensation study with outside consultants in 2022—23. Human Resources, the Compensation Study Task Force, and Cabinet have been working through multiples stages of the project, which began in April of 2022. The first stage of the project was data gathering and ensuring job descriptions were accurate based on the responsibilities and essential functions of the positions. Other steps include comparing key positions to the market data (benchmarking), Create Salary Structures, Comprehensive analysis of current employees against the market data including total compensation factors, then finally Communication and implementing salary adjustments. The implementation of pay adjustments is targeted to occur on July 1, 2023.

**...the President shall not:**

**3. Permit workplace conditions which do not comply with current collective bargaining agreements.**

INTERPRETATION

College policies and procedures related to workplace conditions are the same for all employees whether they are in collective bargaining agreement or not.

EVIDENCE

Not applicable – please see the above wrongful conditions in section #1.

**...the President shall not:**

**4. Retaliate against any employee for non-disruptive expression of dissent.**

INTERPRETATION

75% of employees on an anonymous confidential survey agree with the statement, “institutional policies govern activities at the institution”. Asking employees for their perceptions anonymously is most likely to provide a valid response. 85% is reasonable because if a person disagrees with something, there may be a tendency to criticize the process even though it was fair.

EVIDENCE

On the most recent employee survey conducted fall 2020, 91% of respondents replied positively to the statement, “Institutional policies govern activities at the institution”.

During the Spring of 2022, the College organized the Governance Task Force which has the purpose of reviewing the current shared governance structure at Northeast Community College. This included reviewing data and feedback to inform changes to move

towards a more collaborative structure. Regular reviews of the governance structure are necessary to ensure viability and vitality in fulfilling the mission, vision, and values of the College. The Engagement Team has targeted governance and decision-making as a high-priority action item which is spearheaded by this taskforce. Regular newsletter communications and informational sessions about changes related to institutional policies and procedures management and the overall governance structure. A separate SharePoint site has been developed to house all committee and workgroup agendas and notes in one centralized place that employees can view at any time. PolicyStat Software has been implemented as a management solution to simplify the management of policies, procedures, forms, and other important documents such as Board monitoring reports.

Although the College provides anonymous opportunities for gathering valuable employee feedback opportunities, the VP-HR and Cabinet exchange more open expressions of dissent to align with the organizational values of continuous quality improvement. Trust is the desired condition, and we are dedicated to improving this as articulated throughout this document.

**...the President shall not:**

**5. Allow employees to be unprepared to deal with emergency situations.**

#### INTERPRETATION

I interpret employees to be not unprepared to mean:

- A. There are written emergency management procedures and protocols available to all employees, which include detailed instructions for handling threats such as fire, weather-related emergencies, security-related emergencies such as bomb threats, physical violence by a hostile person, or cyberattacks. Access to written instructions is a reasonable first step in being prepared.
- B. Annual safety and emergency-related training is administered for all employees to provide the basic background knowledge and information of necessary actions when there is an emergency, or disruption of college operations.
- C. There are fire and emergency response drills conducted on an annual schedule to conform to standards required by law. Having actual safety trainings and drills provides “practice” and adds to preparedness should a real situation occur.
- D. A 75% positive response rate on an employment survey to the question: “I believe this school is trying hard to make sure that all students and employees are safe.” Asking employees for their perceptions anonymously is most likely to provide a valid response. 75% is reasonable, because if a person disagrees with something, there may be a tendency to criticize the work environment and

health and safety practices.

## EVIDENCE

- A. Written emergency management procedures and protocols are available to all employees on the Northeast website: <https://northeast.edu/about-us/risk-and-safety-information>
- B. Virtual safety and cybersecurity emergency training is administered twice a year to ensure employees understand and agree to campus safety and security protocols. Compliance is demonstrated if there is a 100% virtual safety and cybersecurity emergency training completion in a calendar year. In 2021, there was 70% completion of safety and emergency preparedness training and 55% completion of cybersecurity training. In 2022, there were pre-scheduled break-out sessions at each in-service, which allowed employees to designate time to complete the required training. Additionally, the Human Resources office collaborated with the Director of Security and Technology Services to provide supervisors with email notifications of their direct reports' training incompletions. Accountability by coaching is projected to increase these percentages. Regular newsletter communications and promotions occurred throughout the course of 2022. Employees who completed their training early were entered into a drawing for de minimis prizes, including— gift cards, wireless earbuds, and portable chargers. Users who complete their training, report a phish campaign properly, or report a security incident earn a security badge sticker to display on their laptop cover or in their office. Compliance training completion percentages as of December 2022 are as follows:
  - B.1. All Employee SANS training – 27%
  - B.2. New Employee Orientation SANS training – 33%
  - B.3. As of December 2022, 25% of employees have completed the safety and Title IX training through SafeColleges.
  - B.4. There have been changes made to the compliance training annual cycle and due dates. The new process is to have all safety (SafeColleges), information security (SANS) and Title IX training be launched in April of each calendar year. Employees will have 12 months (due date of Mar. 31) to complete all required, virtual compliance training on an annual schedule.
  - B.5. The College is currently in the process of hiring a Director of Risk Management and Associate Director of Environmental Health and Safety who will contribute to the success of safety and security compliance.
  - B.6. There is an information security sub-committee that meets monthly to oversee compliance practices of this work.
  - B.7. On December 8, 2022, College leadership reviewed and collaborated on managing critical incidents at institutions. This group reviewed the National Incident Management System (NIMS) training program information and developed operational plans for multiple emergency scenarios that could occur.
- C. The College conducts an annual, internal fire and emergency response drill schedule per the emergency response protocols.



- D. On the most recent employee survey conducted in the Spring of 2022, 93% of respondents agreed with the statement “I believe this school is trying hard to make sure that all students and employees are safe”.