Report from HR Workgroup 10/19/18-2/15/19

We thank the following people for their work on this topic: Alana Zambone, Tricia Crane, Michelle Morris, Ashley Worthington, Ruth Lee, Wendy Sergeant, Lisa Hudson, Mary Farwell, Becky Welch.

Major issues that this workgroup addressed were:

- Timely hiring on funded grants. Mainly, they are extremely time-sensitive, there is specific work to be done, but unclear what positions are needed to
- If there is funding in a grant to cover a certain level (band) how to craft the job description to match that level.
- Need for desk audits how they are done.
- Slow communication and mis-communication sometimes end up delaying hiring.
- Training for admins (hiring authority) will be important moving forward. An example is the current plan for EHRA hiring on grants that has not been implemented in some units.

Summary:

- Draft job descriptions are available for specific positions, such as Research Specialist, Research Administrator, Research Technician. **(see Appendix A).**
- Both Michelle Morris and Ashley Worthington have worked to develop a document to clarify the differences in SHRA and EHRA and the different descriptions included in each **(see Appendix B).**
- Video vignettes to explain each of the position types has been developed. These will be helpful during proposal development and after a proposal is funded. Link to videos: https://mediasite.ecu.edu/MS/Channel/grant-funded-positions
- All meeting minutes have been provided (**see Appendix C**).

Solutions, next steps:

- This task force met the charge. We recommend ending the task force as defined, but maintaining a REDE contact person to (a) lead the piloting of these forms with the ADRs and or their designees (PIs, Grant Managers, etc.) and (b) contact HR in 3 and 6 months to follow up on development not completed at the time of this report.

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Appendix A: Examples of job descriptions for specific research positions

Research Specialist-Journey job description example:

Primary Purpose of Organization Unit:	The Department of Biology is a teaching, research and service component of the College of Arts and Sciences, one of 16 such units. Department of Biology's Central Environmental Research Laboratory (CERL) is a shared facility used by ECU faculty, staff, and students to analyze water, sediment, and biological samples.
Primary Purpose of Position:	Although the lab is available to all members of the Biology Department and is also used by faculty and students from the Institute for Coastal Science and Policy (including its Coastal Resource Management Program) and the Departments of Geological Sciences and Geography.
Change in Responsibilities or Organizational Relationship:	

Job Duties

Percentage Of Total Time:	30
Description of job responsibility/duty:	Lab Management- The Central Environmental Research Laboratory is staffed by this position and frequently used by other research technicians, and both undergraduate and graduate students. In recent years there have been a minimum of three undergraduates working under the direct supervision of the lab manager each semester, and typically at least five graduate students working on their projects within the lab. While there are aspects of the work that are persistent (tri-weekly analysis of water quality samples from the Pamlico River in conjunction with phosphate mining activity), the lab manager is often called upon to work with faculty who want to apply new techniques to their research, like measuring alkalinity in lake water samples. Faculty members often come to the lab manager for practical applications of their proposed projects. This position maintains and is ultimately responsible for all of the lab equipment and assures safety. Laboratory course coordination-The chair may request support from the lab manager to aid in coordination of appropriate teaching laboratories. standards for the lab.
Percentage Of Total Time:	25
Description of job responsibility/duty:	Budgeting-Responsible for all ordering, reports, and for setting prices for all sample processing costs for the lab. Responsible for writing or helping to write research and equipment grant and contract proposals to

	provide funding for the lab and increase the lab capabilities in concert with ECU's growing chemical analysis emphasis. The lab manager is responsible for the lab's budget, including funds provided to the facility by the Biology Department, and income generated from externally funded sample analyses.
Percentage Of Total Time:	10
Description of job responsibility/duty:	Planning and Organizing Work-Fully responsible for scheduling and prioritizing sample processing within the lab, works to develop new procedures as requested.
Percentage Of Total Time:	15
Description of job responsibility/duty:	Human Resources Management-Works with lab users on sample processing, fully responsible for assigning all work to undergraduate and graduate students working in the lab.
Percentage Of Total Time:	10
Description of job responsibility/duty:	Analyze samples-Able to directly run all equipment in the lab, will process samples as needed to meet timely turn-around of sample analysis as necessary. Typically students in the lab conduct basic analysis of samples so that the lab manager is able to help with the higher level responsibilities. However, the lab manager is ultimately responsible for the students' work flow and results.
Percentage Of Total Time:	10
Description of job responsibility/duty:	Maintain quality assurance and control-Understands requirements of projects and their standard operating procedures. Establishes and ensures these procedures and requirements are met.

Required education/experience/skills (minimum qualifications):	Bachelor's degree in a discipline related to the area of assignment; or equivalent combination of training and experience. Optional Guidelines: Contributing: four year degree; or an equivalent combination of training and/or related experience. Journey: four year degree and one year of directly related experience; or an equivalent combination of training and/or related experience. Advanced: four year degree and three years of directly related experience; or an equivalent combination of training and/or related experience. All degrees must be received from appropriately accredited institutions.

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Research Technician-Advanced job description example:

	Position Information
Primary Purpose of Organization Unit:	The Department of Anatomy and Cell Biology is dedicated to the discovery, development, and promotion of biomedical knowledge involving cell biology and the anatomical sciences of Gross Anatomy, Developmental Anatomy, Histology, and Neuroanatomy. Though this mission, we aim to improve human health through innovative educational programs and excellence in research and scholarly activities in a dynamic and diverse learning community.
Primary Purpose of Position:	This position will provide comprehensive educational and technical support for a research team working under the direction of a PI in the Department of Anatomy and Cell Biology. A primary responsibility of this position will be to train all incoming students and staff to protocols in molecular cell biology and biochemistry that are employed in the pursuit of our research objectives. Additional responsibilities include the development and validation of emerging new technologies in biomedical research, management of the project budget/acquisitions, and documentation of experimental and administrative protocols. The employee must take an active role in all phases of the research from the planning, to the data collection, and its interpretation.
Change in Responsibilities or Organizational Relationship:	This position will provide research support for a research team working under the direction of a PI in the Department of Anatomy and Cell Biology and is responsible for conducting experiments in the research laboratory. This position is responsible for the performance of standardized chemical and biological tests, as outlined in detail by the PI in the laboratory. The position is responsible to present the results of experiments to the PI who reviews this work several times each week through observation of procedures and then analysis of results obtained. The position will maintain records of experiments and laboratory protocols. The position will maintain adequate inventory of supplies in the lab, prepare routine lab solutions, order various supplies and chemicals as needed and maintain records of requisitions. The position requires skill in the use of laboratory equipment, ability to understand and follow oral and written instructions relating to testing and research methods and some degree of independence. Also important is the willingness and capability to learn new methods, diligence, a hard-working attitude and the ability to work well with others in the laboratory and the Department of Anatomy and Cell Biology.
	Job Duties
Percentage Of Total Time:	20

Description of job responsibility/duty:	The technician will maintain an up-to-date notebook of experiments and protocols-protocols written in a user friendly style sufficient for the training of other staff, students and trainees. The technician is responsible for laboratory supervision. This involves procurement of supplies for experiments as needed by lab personnel, maintaining inventory of needed supplies, cost accounting by tracking lab expenditures, maintaining current MSDS files for hazardous chemicals, maintaining all inventories and tracking equipment maintenance/repair.
Percentage Of Total Time:	20
Description of job responsibility/duty:	The technician will have primary responsibility for maintaining all cell cultures within the laboratory including multiple cell lines as well as cultures of chondrocytes. This includes preparation of primary cultures of chondrocytes, which involves dissection of cartilage from bovine articular joints and enzymatic dissociation of the tissue to release the individual cells. This also involves passaging of cell lines and cryopreservation of cells for future culturing.
Percentage Of Total Time:	60
Description of job responsibility/duty:	The technician will be responsible for carrying out experiments with a variety of cell types, including transfections, incubation with cytokines and the preparation of RNA and protein lysates for analysis. As the need arises, the technician will also endeavor to innovate and adopt additional new methodologies. Candidates should possess experience in some of the following techniques: basic cloning strategies; preparation, purification (mini/maxiprep) and restriction digest analysis of plasmids; western blot analysis; light microscopy or fluorescence microscopy. Other experience that may be needed in this position includes the rapid cloning of PCR products, performing site-directed mutagenesis, and assorted PCR analyses.
Required education/experience/skills (minimum qualifications):	Demonstrated possession of the competencies necessary to perform the work. Optional Guidelines: Journey: High school and one year of directly related experience required to perform the assigned duties. Advanced: High school and two years of directly related experience required to perform the assigned duties.
License or Certification Required by Statute or Regulation:	
Preferred Experience, Skills, Training/Education:	Bachelor's Degree in a related scientific disipline.

Research Specialist-Journey job description example:

Primary Purpose of Organization Unit:	The Department of Microbiology and Immunology is a distinguished research and teaching facility of East Carolina University School of Medicine consisting of approximately 80 persons. This department provides an academic base for teacher-scientists employed by the School of Medicine at East Carolina University in the disciplines of microbiology, immunology, molecular biology and other related disciplines. The department provides instruction to undergraduate 1st & 2nd year medical students in microbiology and immunology and the biology of infectious agents. The department provides instruction, guidance and research experience to graduate students seeking advanced degrees in microbiology and immunology. The department offers a post-doctoral research training program that involves 5 Research Associates. The department supports an array of faculty (16), directed research programs of which many are supported by extramural grants and /or contracts. The department conducts a grant supported, undergraduate training program involving third year students annually from University at the West of England who work full-time as research assistants with assigned faculty supervisors. The department provides service to the school, university, state, nation, and to the profession by activities of faculty members on committees, study sections, in professional organizations, as consultants, and through other activities.
Primary Purpose of Position:	The primary purpose of the job is to assist in the management of a scientific research laboratory. This level of management includes planning, prioritizing, scheduling, conducting, and analyzing various experiments in a wide variety of research projects. Additionally, the person compiles and evaluates data and participates in the preparation of extramural grant applications and written and oral research reports. He/she also supervises research activities and participates in the training of undergraduate and graduate students and other research technicians, tests and optimizes new research procedures, evaluates and oversees managerial strategies for laboratory personnel, conducts literature reviews and evaluates this information to establish new techniques and to gather new theortical information to advance our research effort, and manages repair and acquisition of research equipment and material
Change in Responsibilities or Organizational Relationship:	

Job Duties

Percentage Of Total Time:	50
Description of job responsibility/duty:	The technician accurately and efficiently performs research based on experimental designs provided by the supervisor and makes all calculations and conducts all planning necessary for successful completion of the experiment. In many cases, independently constructs and executes experimental designs based on general conversations with the supervisor. Maintains cell lines with optimal viability without contamination for research needs. Keep accurate and complete records in the form of established notebooks for Experimental Write-ups, Write-ups in Progress, Cell Log, Freezer Cell Log, and Daily Log. Pioneers and optimizes new research techniques, makes insightful recommendations for implementation of new procedures and for optimization of existing procedures, and maintains and periodically updates the 'Laboratory Procedures Notebook'.
Percentage Of Total Time:	25
Description of job responsibility/duty:	Trains students and other laboratory personnel to meet research needs and trains and provides guidance to other technical personnel from outside our laboratory. Provides ongoing supervision, technical advice, and planning guidance for more senior students and technicians for conduct of their research. Oversees students and other research personnel for accurate compilation of their notebooks for Experimental Write-ups, Write-ups in Progress, Cell Log, and Daily Log. Supervises compliance of all research personnel for associated procedures and data recording in common lab notebooks such as Freezer Cell Log, TCGF/ IL-2 Log, Laboratory Procedures Notebook, -80˚C Freezer Inventory, 4˚C Inventory, and Supplies Inventory. Resolves conflicts and grievances between research personnel and actively participates in the hiring of technicians and work-study students.
Percentage Of Total Time:	10
Description of job responsibility/duty:	Serves as laboratory manager by overseeing assignments to students and other technicians in the form of a 'weekly checklist' for upkeep of laboratory cleanliness, organization, and safety and oversees and ensures compliance with these assignments. Also oversees safe and proper use of equipment within the laboratory and for specified departmental equipment outside of the laboratory. Provides the example of a strong work ethic for other research personnel.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Prepares orders and keeps system of notebooks containing orders, packing slips, and all relevant information according to an established organized system for tracking orders. Assumes primary responsibility and promotes cooperative efforts by all laboratory personnel to maintain

	an inventory of consumable lab supplies. Has primary responsibility for writing orders and for receiving supplies. Works with departmental staff to track backordered or lost orders/ supplies and coordinates closely with supervisor for maintenance of accurate financial data on extramural grants
Percentage Of Total Time:	5
Description of job responsibility/duty:	Manages or assigns responsibility for repair or replacement of malfunctioning equipment and has primary responsibility for dealing with sales representatives for most important purchases by the laboratory. Directly repairs equipment when expertise allows.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Shows continual improvement in understanding theoretical aspects of the research. This task involves understanding concepts and questions posed by each experiment, accurately interpreting data, and providing accurate conclusions in experimental write-ups. In certain cases, provides relevant future directions for research and identifies relevant research articles in the literature. Contributes to the written description of procedures that are adapted for publication in manuscripts and grant applications
Required education/experience/skills (minimum qualifications):	Bachelor's degree in a discipline related to the area of assignment; or equivalent combination of training and experience. Optional Guidelines: Contributing: four year degree; or an equivalent combination of training and/or related experience. Journey: four year degree and one year of directly related experience; or an equivalent combination of training and/or related experience. Advanced: four year degree and three years of directly related experience; or an equivalent combination of training and/or related experience. All degrees must be received from appropriately accredited institutions.
Preferred Experience, Skills, Training/Education:	

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Primary Purpose of Organization Unit:	The Department of Microbiology and Immunology is a distinguished research and teaching facility of East Carolina University School of Medicine consisting of approximately 80 persons This department provides an academic base for teacher-scientists employed by the School of Medicine at East Carolina University in the disciplines of microbiology, immunology, molecular biology and other related disciplines. The department provides instruction to

	undergraduate 1st & 2nd year medical students in microbiology and immunology and the biology of infectious agents. The department provides instruction, guidance and research experience to graduate students seeking advanced degrees in microbiology and immunology. The department offers a post-doctoral research training program that involves 5 Research Associates. The department suuports an array of faculty (16), directed research programs of which many are supported by extramural grant and /or contracts. The department conducts a grant supported, undergraduate training program involving third year students annually from Bristol Polytechnic Institute in England who work full-time as research assistants with assigned faculty supervisors. The department provides service to the school, university, state, nation, and to the profession by activities of faculty members on committees, study sections, in professional organizations, as consultants, and through other activities
Primary Purpose of Position:	The primary purpose of this position as a research technician-advanced will be responsible for conducting various laboratory experiments with an emphasis on animal experiments. The researcher will assist / lead other laboratory personnel and graduate students as needed. The researcher will contribute to organization of the lab by helping keep accurate inventory, assisting with maintenance of lab equipment, maintaining biohazard standards, and restocking laboratory supplies. This researcher will have technical knowledge to perform duties, follow instructions through a standard work process, perform routine and repetitious tasks, observe, monitor, collect and record data.
Change in Responsibilities or Organizational Relationship:	
	Job Duties
Percentage Of Total Time:	60
Description of job responsibility/duty:	Experimental Research – Perform experiments – The individual is expected to perform laboratory experiments in microbiology, biochemistry, and microbial genetics. Specifically, the employee will analyze bacterial strains from biochemical and genetic properties pertinent to the research project. This will involve the use of standard bacteriological culturing and screening methods as well as methods using molecular genetic techniques. Once the appropriate genetic information is identified, the technician will analyze the specific gene's) and gene products at eh molecular level using modern molecular biological approaches including recombinant DNA, DNA sequencing, RNA analysis, and protein analysis.

Percentage Of Total Time:	15
Description of job responsibility/duty:	Record and analyze data – The individual is expected to carefully record all experimental details, the experimental results and document these so they can be utilized at later times by others. Modern methods of data collection often require the use of personal computers and the employee will be expected to utilize this resource for recording and analyzing much of the results obtained during experimentation.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Miscellaneous- The individual hired will be expected to contribute to the maintenance of a clean and safe laboratory environment. This will include care of glassware and laboratory equipment.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Design experiments – All research will be done under the supervision of the principal investigator; however, the employee will be expected to contribute significantly to the planning and design of experiments. This will include searching literature for useful new methods and approaches.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Administration – First will be responsibility for maintaining chemical inventories and ordering supplies for the project. These responsibilities will require that the employee be aware of existing supply inventories an the rate of use of supplies so that orders can be placed on a timely basis.
Percentage Of Total Time:	4
Description of job responsibility/duty:	The second involves the maintenance of a “Methods Notebook” of the commonly-used techniques adapted for the project. This methods notebook will be central to smooth operation of the laboratory since it is expected that the majority of techniques used and developed by the technician will become routine for all members of the laboratory. Thus, the technician will be expected to keep an up-to-date notebook on the procedures routinely used for the project and make this notebook available at all times to laboratory members.
Percentage Of Total Time:	1
Description of job responsibility/duty:	A third area where the technician is expected to contribute is by interactions with technical and dales representative from the various biological supply companies. Through this the technician will become aware of new products and their applications and will be able t bring these to the attention of the principal investigator of possible action.
Percentage Of Total Time:	5

Description of job responsibility/duty:	Instruction- The primary responsibility in this area will be to instruct new laboratory personnel or collaborators in techniques routinely used in our laboratory. Further, it may be necessary for the technician to visit other laboratories to learn new methodology for use in our laboratory.
Required education/experience/skills (minimum qualifications):	Demonstrated possession of the competencies necessary to perform the work. Optional Guidelines: Journey: High school and one year of directly related experience required to perform the assigned duties. Advanced: High school and two years of directly related experience required to perform the assigned duties.
Preferred Experience, Skills, Training/Education:	High School, college w/ science degree, one year experience

Research Technician-Journey job description example:

Primary Purpose of Organization Unit:	The East Carolina University Department of Clinical Laboratory Science is housed in the College of Allied Health Sciences. The department offers a BS degree in Clinical Laboratory Science and, in conjunction with the ECU Biology department, the option of a dual CLS/Biology degree. The program is accredited by the National Accrediting Agency for Clinical Laboratory Science (NAACLS), and graduates up to 16 students annually. The primary purpose of the department is to supply entry-level medical laboratory scientists to work in hospital and other medical laboratory settings in eastern North Carolina and beyond.
Primary Purpose of Position:	The position serves as the department's student laboratory manager, which includes preparation of all required laboratory reagents, media and supplies, set up and take down of all student laboratory sessions, maintenance of laboratory supply and equipment inventories, maintenance, use, and repair of laboratory instrumentation, and service as the department's safety officer, which includes proper disposal of biohazardous waste and chemicals.
Change in Responsibilities or Organizational Relationship:	

Job Duties

Percentage Of Total Time:	75
Description of job responsibility/duty:	Serve as the Clinical Laboratory Science (CLS) Student Laboratory manager whose job duties include, but are not limited to: set-up and take down of all student laboratory sessions as directed by CLS faculty/instructors; preparation of reagents, microbiology media, and

	other supplies required for routine student labs and any special lab sessions/projects (senior research projects, etc.); assure laboratory instrumentation is functioning properly; obtain laboratory test samples as requested by faculty; assist students, as needed, with laboratory equipment and supplies; and follow all department safety regulations related to a biohazard safety level II (BSL-2) lab, including proper disposal of all lab waste materials and use of a steam sterilizer.
Percentage Of Total Time:	20
Description of job responsibility/duty:	Maintain laboratory reagent & supply inventories to include: general laboratory supplies, reagents, microbiology media. and all other items required for student laboratory courses; complete annual ECU fixed assets report; surplus laboratory equipment no longer needed by department; order laboratory-related supplies via the ECU PORT system, to include order entry/generation, product receiving, follow-up of backordered/problem items, and updated entry of the items in the course inventories; work in coordination with CLS faculty to assure all needed items are ordered and in-house when needed for student lab sessions.
Percentage Of Total Time:	5
Description of job responsibility/duty:	Serve as CLS safety officer: assure students and faculty comply with all biosafety procedures of BSL-2 student laboratories; properly dispose of biohazard, chemical, and other waste per University regulations; assure compliance to University-required safety plans and training records; maintain material safety sheet (MSS) notebooks, perform required weekly laboratory inspections; perform autoclave quality control; maintain chemical inventory; properly store in-house chemicals and properly dispose of used chemical waste.

Appointment Types (EHRA vs SHRA)
Opportunities & Challenges

EHRA (Exempt from Human Resources Act) non-faculty positions such as Research Associate & Research Assistant

EHRA Non-Faculty

Opportunities	Challenges
Accrues vacation and sick leave	Requires recruitment unless the employee is specifically named in the grant
Eligible for health insurance through the state health plan if appointed at .75FTE or greater. May be eligible for ACA if appointed at .74FTE or less.	Master's degree preferred; requires a minimum of a bachelor's degree with relevant experience
Paid at an annual salary rate.	Appointment is permanent and "at the will" of the Chancellor or his designee. In Academic Affairs we do not issue this type of appointment for grant funding. At the will appointments must be permanently state funded and can be subsequently bought out with grant funds. Health Sciences: In Health Sciences permanent EHRA Non-Faculty appointments are "at-will" unless specifically requested to be "stated definite term" and that request is approved by the appropriate individuals. Health Sciences: All EHRA appointments (faculty and non-faculty) with any grant funding include language that indicates the appointment to subject to the continued availability of non-state funds.
FLSA Exempt –Employee doesn't clock in and out and is not eligible for overtime.	

EHRA Non-Faculty Stated Definite Term

Opportunities	Challenges
Accrues vacation and sick leave	Requires recruitment unless the employee is specifically named in the grant
Eligible for health insurance through the state health plan if appointed at .75FTE or greater. May be eligible for ACA if appointed at .74FTE or less.	Master's degree preferred; requires a minimum of a bachelor's degree with relevant experience
Permanent appointment with a defined start and end date.	Appointment cannot extend beyond the grant end date. Health Sciences: If the appointment is fully grant funded and the EHRA Non-Faculty appointment is stated definite term, the end date would not exceed beyond the end date of the grant. Health Sciences: The majority of EHRA Non-Faculty appointment in Health Sciences have been converted to "at-will". Health Sciences: If the EHRA Non-Faculty appointment is "at-will" and grant funded, there is always language in the appointment letter that indicates the appointment is subject to the continued availability of non-state funds. Health Sciences: Such wording is in ANY EHRA appointment in Health Sciences with grant funding.
Paid at an annual salary rate (or flat rate for appointments less than 1 year).	
FLSA Exempt –Employee doesn't clock in and out and is not eligible for overtime.	
Appointment is made contingent upon the availability of grant funding.	

EHRA Non-Faculty Temporary

Opportunities	Challenges
Temporary appointment with a defined start and end date.	Requires recruitment unless the employee is specifically named in the grant
Does not require a 31 day break between appointments.	Master's degree preferred; requires a minimum of a bachelor's degree with relevant experience
May be eligible for ACA if appointed at .75FTE or greater OR if the employee has more than one temporary appointment at ECU and in combination they equal .75FTE or greater.	Does not accrue vacation or sick leave
Paid at flat rate for the appointment period.	Appointment cannot extend beyond the grant end date.
Appointment is made contingent upon the availability of grant funding.	Health Sciences: All temporary EHRA Non-Faculty appointments are "stated definite term" as the Banner system requires all temporary appointments to have an end date. Health Sciences: If the temporary EHRA Non-Faculty appointment is grant funded, the end date of the temporary EHRA Non-Faculty appointment will not exceed beyond the end date of the grant.
FLSA Exempt –Employee doesn't clock in and out and is not eligible for overtime.	

SHRA (Subject Human Resources Act) & CSS (Clinical Support Services) which includes staff positions such as Research Technician and Research Specialist. CSS positions are only found within the Health Sciences division within the Brody School of Medicine and requires that the primary duties of the position are directly related to patient care.

SHRA & CSS

Opportunities	Challenges
Minimum recruitment period of five business days	If separated from the position through a reduction in force, the employee would be eligible to receive severance pay.

Depending upon FTE, may accrue vacation and sick leave. This could be considered an opportunity and a challenge.	Minimum qualifications determined by Office of State Human Resources

SHRA Time-Limited

Opportunities	Challenges
Individual hired with an end date of the initial appointment	If employee remains in the position for longer than three years, their appointment changes to permanent. If separated from the position through a reduction in force, the employee would be eligible to receive severance pay.
Individual can remain in the role on a time-limited basis for three years	Minimum qualifications determined by Office of State Human Resources
Depending upon FTE, may accrue vacation and sick leave. This could be considered an opportunity and a challenge.	

CSS Time-Limited

Opportunities	Challenges
Individual hired with an end date of the initial appointment	If employee remains in the position for longer than five years, their appointment changes to permanent. If separated from the position through a reduction in force, the employee would be eligible to receive severance pay.
Individual can remain in the role on a time-limited basis for five years	Minimum qualifications determined by Office of State Human Resources
Depending upon FTE, may accrue vacation and sick leave. This could be considered an opportunity and a challenge.	

SHRA & CSS Temporary

Opportunities	Challenges

Paid hourly and only for time worked, Not eligible for holiday pay	Required annual 31-day break-in-service after 11 months of consecutive service
Does not accrue vacation & sick leave	May be eligible for health insurance through the Affordable Care Act based upon hours worked
Required annual 31-day break-in-service can be taken prior to 11 months of service based upon workload and needs of the department.	FLSA non-exempt and subject to payment of hours worked over 40 at a rate of time and a half of their regular rate of pay
	Minimum qualifications determined by Office of State Human Resources

Student Employment which includes Graduate Assistants, Hourly Graduate, Undergraduate Assistants & Hourly Self-Help positions.

Graduate Assistants

Opportunities	Challenges
Student may potentially have a higher skill set based upon completion of a Bachelor's degree	Limited to 25 hours per week
Ability to determine a fixed salary paid in installments based upon guidelines provided by the Graduate School	Student may not be available during academic breaks

Hourly Graduate Positions

Opportunities	Challenges
Can work up to 40 hours per week based upon academic eligibility	Based upon total hours worked in all ECU positions, student may become eligible for the Affordable Care Act Insurance.
	Student may not be available during academic breaks

Undergraduate Assistants

Opportunities	Challenges

Ability to determine a fixed salary paid in installments based upon guidelines provided by the Associate Provost's Office	Limited to 25 hours per week
	Student may not be available during academic breaks

Hourly Self-Help

Opportunities	Challenges
Can work up to 40 hours per week based upon academic eligibility	Based upon total hours worked in all ECU positions, student may become eligible for the Affordable Care Act Insurance.
For this student position type, the hourly rate typically does not exceed $12 per hour. This may also be seen as a challenge.	Student may not be available during academic breaks

Federal Work Study

Opportunities	Challenges
Can work up to 25 hours per week based upon academic eligibility in a Federal Work Study but is eligible to work additional hours in a self-help position.	Any hours worked over 25 would require departmental funding
Funding is provided through Financial Aid and does not affect the departmental budget	Based upon total hours worked in all ECU positions, student may become eligible for the Affordable Care Act Insurance.
	Student may not be available during academic breaks

Appendix C: Meeting Minutes

HR Workgroup 10/19/18
Attendees: Alana Zambone, Tricia Crane, Michelle Morris, Ashley Worthington, Ruth Lee, Wendy Sergeant, Lisa Hudson, Mary Farwell

Major issue pertains to:

- Timely hiring on funded grants. Mainly, they are extremely time-sensitive, there is specific work to be done, but unclear what positions are needed,
- Not sure why desk audits are done and how they are done.
- If there is funding in a grant to cover a certain level (band) how to craft the job description to match that level.
- Slow communication and mis-communication sometimes end up delaying hiring.
- Training for admins (hiring authority) will be important moving forward. An example is the current plan for EHRA hiring on grants that has not been implemented in some units.

Solutions, next steps

Draft job descriptions will be made available for specific positions, such as Research Specialist, Research Administrator, Research Technician. For SHRA, will need to understand what types of duties are needed to achieve a certain description and band. **Ashley will start this.**

SHRA vs EHRA many times, hiring is for SHRA but EHRA is more appropriate as there is much more flexibility. One way is to have flow-chart or decision tree to determine when and what type of position to hire. **Michelle will start this, with help from Wendy and Ruth**.

Finally, communication plans. One suggestion (Tricia) is to have audio podcasts of particular HR rules, for example, the temporary hire 31 day rule that is confusing to many. Once we have some of these in place, we will develop Cornerstone training which can have podcasts embedded. We will determine who should get this training and for whom it is required.

HR Workgroup 1/9/19
Attendees: Alana Zambone, Tricia Crane, Michelle Morris, Ashley Worthington, Ruth Lee, Wendy Sergeant, Paula Daughtry, Mary Farwell

- The job description for each individual SHRA/CSS provided was very helpful. Department names or other identifying information will be removed and be watermarked as 'example.'
    - Note: when HR receives the job description, they will still be reviewed based on the funding source and intent of job description.

    - This review may be followed up with a telephone call to clarify the job description. If this is a job with a current employee in the role, HR will want to talk to the employee to understand their roles.
    - The range of salaries will be placed on this document and a link to the market ranges will also be provided.
    - Will send this updated/edited document back to committee next week
- Reiterated that the job description development should start prior to funding notification.
- SHRA/CSS classification has market rates, but this is contingent upon the department. We try to maintain the minimum, 85% of market rate.
    - We have specific salary ranges also.
    - If none of these work, we use the institutional comparisons.
- EHRA
    - Cannot offer outside of range unless they are re-classified (for example, grant manager)
    - Non-faculty IRIT (institutional research information technology) designation: research administrator, etc., This document defines the criteria for each position. CUPA provides salary ranges and description the types of work you would expect. Colleges may also have guidelines for the discipline.
- Website development/ Pod cast
    - Place the budget calculator for salary and fringe
    - Place pod cast or narrated power point. Michelle and Ashley will lead the work on this.
    - Have pictures of the contact persons in HR
    - Develop cycle of grant and HR issues
- Handouts Appointment Types Opportunities and Challenges (O/C)
    - This document assists in understanding the O/C of each classification
    - The determination of O/C are from the perspective of value. For example, a defined end date may be valued for one grant, but limit recruitment/retention in another grant.
    - Health sciences has a “at will” contingency and “stated definite term”. Academic affairs does not have “at will” but does have “stated definite term.”
    - The words “at will’ mean there is no definite term.
    - CSS positions are only found in Brody School of Medicine in clinical departments (not basic sciences)
- Search Committees
    - Required for EHRA and recommended for SHRS/CSS
    - The search committee ensures that the applicant has the minimum requirements
    - If applicant search process has been diligent (posted, advertised, number of applicants, time advertised, minimal qualifications clear, etc.) then interviewing 1 is acceptable