

VP Ng commented on the low applicant numbers HR is seeing for current open positions. HR is developing ways to increase employment applications as well as serving as a resource to those areas that have vacancies. In order to ensure a competitive advantage in recruiting and retaining staff and faculty, and effectively address growing workforce needs, Skidmore will need a modern, efficient, and high-performing HR unit that leads and supports strategic and value-added services to the campus. The College is working with Segal Consulting to address several key areas in order to meet our need, which fall into these categories: culture and engagement; workforce planning and succession planning; organizational design; HR information systems; training and development; employee relations; performance management; total compensation framework; and strategic recruitment. We need a proactive strategic approach across all areas.

VP Ng spoke to the work currently being done on Skidmore's employee compensation study. The compensation assessment is basically completed in terms of the matching of our particular positions with market and industry data. The College will then be in a position to implement any necessary individual changes by the beginning of the next fiscal year. An IPPC member flagged a concern over faculty salaries and asked if wages are keeping up with inflation. The concern was also raised if we are keeping up with our peer institutions. VP Ng reminded IPPC that market and General Salary Adjustment (GSA) are closely tied together without inflation.

VP Ng outlined four steps needed to address the focus areas:

- 1) creating a new HR organizational structure that aligns with the best practices and needs;
- 2) developing an HR Plan and expanding strategic HR services;
- 3) launching an effort to improve service levels and rebrand HR; and
- 4) developing a comprehensive culture, climate,

improving the staff experience, we are seeking robust participation. A member noted the interconnectedness of the NACCC staff survey with the Human Resources planning and the SAA. VP Woodfork noted that the survey is one of many tools and that we will need to continue to take action steps around recruitment and retention.

7. Covid-19 Communication Check-In

President Conner reflected on the COVID-19 [communication of March 3](#). He referenced the [IPPC meeting of February 25](#) and the significance of the meeting in shaping his own thinking. He noted that our peer institutions have instituted similar policies. The COVID-19 Working Group will continue to monitor the ever-changing pandemic landscape and