



Minutes from Staff Senate Monthly Meeting of May 26, 2016

Location: Newcomb Hall; South Meeting Room

Time: 11:00 AM — 1:00 PM

Attending: *See pages following minutes.*

Meeting Summary

Welcome and Announcements	Amy Muldoon , Co-Chair Maggie Stein , Co-Chair
Guest Speakers	Bryan Garey ; Interim VP, UHR Mary Brackett ; Senior Assoc., Organizational Excellence
Updates	Monica Petrich, UHR Co-Chairs Committee Chairs

Welcome and Announcements

Amy Muldoon, Co-Chair; **Maggie Stein**, Co-Chair

- **Report a Barrier:** A new [online tool](#) was designed to help the UVA community report barriers that would prevent an individual with disabilities from equally accessing and engaging with opportunities on the Grounds.
- The **School of Continuing and Professional Studies (SCPS)** has ceased offering Personal Enrichment courses. This is due to revenue shortages associated with low enrollment and an imbalance of free (senior citizens) enrollees.
- The [Jaunt 29 Express Bus](#) began on May 2 with transportation from Forest Lakes and Hollymead to grounds and the downtown library. It will be free this May/June and \$1.50 after that. Contact [Jaunt](#) if you'd like to a similar service in your neighborhood.

Senator Jess Wenger, a member of the Transportation and Parking Committee, told us that they are monitoring the success of this pilot. If it is successful, they will roll it out to other areas (with both Crozet and Waynesboro under consideration). Some hospital workers in the pilot report time savings of up to 1 hour per day simply by eliminating the need for parking at, and transportation from, U-Hall.

Guest Speakers

Bryan Garey; Interim VP, UHR

Mary Brackett; Senior Assoc., Organizational Excellence

[see accompanying [presentation slides](#)]

Topic: [Ufirst](#)

“Ufirst transforms the way human resource services are provided, creates a customer-centric HR function, and focuses on making the employment experience at UVA an exceptional one.”

The goal of UFirst is to create an HR system that is more efficient, more effective and more focused on a customer-service approach.

HR ‘customers’ are numerous and varied and critical to the success of the University, so moving to a customer-centered approach is a key component of UFirst. HR ‘customers’ are applicants [800 staff hired per year; about 38,000 academic applicants/year — *by the way, did you know that “it’s harder to get a job at UVA than it is to get into school at UVA”* ?], student workers, staff, vendors, faculty, managers, and administrators/leaders.

Alignment and integration are part also a part of the UFirst mission (by the way [One HR](#) predated UFirst with a similar idea to streamline services and remove layers of approvals and remove time barriers and constraints.). To that end, UFirst will bring together the human resource systems from the academic side of the University, the medical center and the UVA Physicians Group (UPG) under one umbrella.

There is no physical location for Ufirst because there is no need for a new centralized HR building, since a priority of UFirst is to be close to the clients. Having all the HR people in one place contradicts some of the guiding principles of being customer focused.

Human Resources tends to be belittled in popular culture [“Dilbert”, “The Office”, etc.]. Therefore, it is hard to be highly aspirational when clients are primarily interested in the basics (pay/benefits). The goal then is to show the value of HR when done at the highest level.

Challenges facing HR:

- Mass retirement of existing talent.
- Systemic inefficiencies and redundancies.
- Increasingly competitive market for new talent.
- 70+ disjointed systems that collect HR data.
- Inconsistent service experience.
- 20+ employee categories governed by 152 HR policies.

The Solution: a better experience, higher quality of service, and greater efficiency, which requires looking at different processes and structures, such as better utilizing technology to free up HR personnel from doing data entry to adding greater value to clients.

Timeline

The current timeline, which has been developed over the last year, extends to July 2018. Most of the time so far has been devoted to design and planning, specifically looking for opportunities to streamline. The technology group is getting ready to sign, in the next month or two, a new contract with a new provider to replace the Oracle HR system to go live in July 2018. The design of the new HR system must consider how to best provide HR services across all 3 organizations, which includes a new integrated service center. The next 12-18 months will be critical, in determining the best way to roll out the system and preparing the HR workforce for the system changes.

Ufirst is experimenting with new and improved communication methods including key points of contact in each school and unit with communication champions on the ground. Trying to communicate the right information at the right time is critical.

Q: Will performance evaluations be changing?

A: Yes. At this time, the new evaluation system has only been mapped out at a high level. The details are TBD. Across organizations, people are revisiting the idea of an annual performance evaluation and a performance rating as it currently exists. HR guarantees that Lead@ will be replaced by something better. We'll never *not* have an organization that does not have regular feedback from a manager to an employee and some idea of assessing performance.

The University signed a 2-year contract with [SumTotal](#) just to bridge the gap. Over the years, however, the University has made significant process improvements with Lead@; however, Lead@ is not really the issue; it's the process itself that is problematic. The former EDP was antiquated, but Lead@ actually represents current practice. Even so, the University is committed to moving to a more effective evaluation program.

Q: Will there be a change to educational benefits?

A: The scope of UFirst does not include redesigning the benefits program. There is \$2 to \$2 ½ million dollars spent (coming out of the fringe benefit pool) that covers the \$2000/year [after 1yr of service] benefit. There are always changes to how this is applied due to legal requirements. Hence, it is always under review.

Q: Will UFirst impact position development, salary scale, etc.?

A: There will be a more streamlined efficient hiring policy for sure, but there will be no shift in the philosophy of market-based pay in compensation benefits. It remains an open question whether we can have a shared compensation philosophy across 3 agencies.

Q: Are the staff involved in the planning phases proportionally represented in numbers according to their agency's staff count?

A: Yes. We are very conscious of representation; not just on the academic side but also UPG and Medical Center.

Q: Are groups traditionally not served well (disabilities, people of color) being represented in this process?

A: Yes. For example, any technology used must be accessible.

Q: What is the best timeline for Senators to inform their constituents about UFirst?

A: [Mary]: The University operates in an organic way and this is a cultural change. Utilizing people who are leaders, but not in formal leadership positions to help pass the message, is critical to the success of the program. Staff Senate is an important partner in getting the word out at the right time, at the right level of detail. A lot of the work will be done face-to-face.

Distorted messages are already reaching people. The Senate can help clarify the role of UFirst.

Q: Will employees be able to evaluate managers? Some managers are roadblocks to success. There needs to be a 2-way dialogue.

A: [Mary]: UVA researched other Universities and company practices.

[Bryan] No specifics on performance management yet. First need to do a better job of deciding *who* is a manager. We have too many already. We need to make sure the right person is in place.

Need a mechanism to *efficiently* collect feedback; this is already built-in to Lead@ but the feature has not been enabled. Performance management just exposes the issue of poor management. Let's identify the poor managers *first*; then deal with feedback.

Q: Managers need to understand how to properly compensate their people.

A: This is bigger than training; the root cause may be wrong person in the job — training may not be the solution. If the training does not work, it may not be the fault of the training. The larger issue is the quality and amount of managers we have.

We have 700 managers that have 1 or 2 employees under them. This is inefficient: we should have zero managers of 1 employee.

Q: [Problem with faculty as managers]

A: This is not unique to UVA. The dilemma is how can we provide the right support for faculty in these positions while freeing them up from the day-to-day supervisory responsibilities [e.g. providing feedback, setting goals] in which they have no interest and, consequently, don't do very well.

Q: What's the first change people should expect to experience? The first process in which we can anticipate change?

A: Three things:

1. Exempt employees won't need to submit a blank time card.
2. The requirement to initially post job positions internally only for 5 days will be eliminated. (Traditionally there has been 50/50 split of hiring internally versus externally).
3. Background check for internal hires will be waived.

These three efficiencies will align across the entire institution.

HR Update

Monica Petrich, UHR [*could not attend; emailed responses below*]

- The Service Award Ceremonies will *not* be held at JPJ this year. For 22-55 year honorees, there will be two dinners: one for the Health System and School of Medicine at the Boar's Head Inn on June 13; one for Academic honorees on June 7. For 10-20 year honorees, the ceremonies will be divided by VP area. There will be 13 small events in June and July.

- Regarding the Department of Labor's raising exemption threshold to \$47,436 effective December 1, 2016, University Officials have been planning for this for several months. More details will be forthcoming.

This has to do with Fair Labor Standards Act and payment of overtime. The duties test — work needs to meet certain requirements — has not changed but the minimum salary has (now: \$47,436).

In order to stay as an **exempt** employee and *not* subject to submitting hours and getting overtime, you must make at least \$47,436. UVA has employees in exempt roles that make *less* than this; so the question is whether to raise salaries or make them hourly positions. (This is not based on the person, it applies to the position.)

- **Q:** Is the rumor true that all Classified will be forced to become University Staff as part of the UFirst roll-out?
A: FALSE. No truth to this.
- Fitbit statistics: 9,336 fitbits were distributed; 8,215 people completed the Wahoo challenge; a **143%** increase from 2015!
- **Q:** What is the status of the BOV approval of raises? I've heard that they were approved by BOV but that there might be stipulations/instructions included.
A: Merit guidance was released this week that provided information for merit increases for all employee types. The guidance this year is very similar to last year, with the only alteration being an emphasis that all dates may be subject to change. We don't anticipate any significant changes to the processing of the merit this year as compared to last.

Co-Chair updates

- UHR created a new position that is 25% devoted to Staff Senate responsibilities. The co-chairs met with Bryan to discuss duties and draw up a budget. The co-chairs will help with the selection/interview process. Since the new part-time person will take minutes at our meetings, the Staff Senate Secretary position will no longer be needed.
- As a result of the Advisory Board Meeting and an individual meeting with Anne Kromkowski, the co-chairs decided to create a unique School of Medicine coordinator position to reflect the specific needs of that unit.
- Co-Chair Elections will be held in July at the July luncheon meeting. Amy will not be running; candidates are Maggie Stein and Jess Wenger. Submit any other nominations for co-chair before the June meeting.
- Committees need to select co-chairs by June 15. Send names to Amy and Maggie.
- Meeting Reminders:

- June 16 Meeting in Zehmer Hall with Pat Hogan & Rick Shannon
- July 21 Luncheon in Harrison Small Auditorium. Elections will be held at this last official meeting of the year. Amy will create an absentee ballot/survey for anyone who cannot attend.

Committee Updates

Elections

The Executive Committee will present nominations for the two co-chairs by the end of May. Senators running elections should collect names of nominees in their organizational units.

Note: The Election Coordinator position is still open.

Advocacy

Subcommittee Summary

Education Benefits: The committee sent a memo to Joanne Hoagland [Health & Welfare Benefits Program Manager] reiterating recommendations (a credit based way to get benefits rather than the fixed \$2000 current benefit) based on the committee research.

Wellness [formerly Health Benefits and Gym Access]: This subcommittee is interested in working with the Medical Center Employee Council to support the creation of a gym facility at the Medical Center (A new yoga/meditation space was recently created.).

Parental Leave: The research that HR requested is finished. They examined the top 25 national universities plus Virginia schools for their current policies. The Parental Leave subcommittee is collating results now for delivery to HR with the hope that the research will result in a new policy to address family leave. A website is in process that will summarize the current parental leave policies.

Pay: The Pay subcommittee developed a compensation document to help educate staff and managers about pay practices. This will be distributed to senators shortly. Jennifer Atkins, the Compensation Program manager, reviewed the document for accuracy. [Melissa Henderson, subcommittee chair, presented the document to the Senate.]

Some notes about the items covered in the document:

- A performance rating of 5 is very rare. It must be justified and requires Jennifer's approval.
- Myth: "We are all getting a 3% raise!"
FALSE: University Staff has to have a merit-based system to determine raises.
- Raises are not zero-based; your raise should not be determined by what your colleagues are getting.
- If you are stuck at the top of your pay band, you may not be able to get an increase in your base pay, but you *can* get a lump sum bonus to reward your performance.
- The Myth of "All 3s": Staff are being told they can only rate themselves as 3 and they will only receive a 3.
This is not appropriate practice; everyone should be encouraged to use the entire 1-5 rating system.

- Myth: The calibration process is the “super secret” method where raises are really decided and Lead@ is a just a bunch of nonsense.
FALSE.
- Counter offers are only considered if the job offer comes from *outside* UVA. Your manager can seek an “alignment” though. HR wants jobs with similar responsibilities to have similar pay.

University Partnerships

UP met with Joe Garofalo, the Immediate Past Chair of the Faculty Senate who explained how they got a non-voting position on the Board of Visitors. He suggested that the Staff Senate have a presence at the meetings as a first step. (BOV is appointed by the governor, but they are permitted to appoint non-voting members. Students also have a non-voting position.) They also discussed partnering with Faculty Senate and doing periodic check-ins to work together on issues that connect and join us.

They also met with incoming UVA Student Council Chair Emily Lodge. She also expressed interest in partnering with Staff Senate. Students are really interested in engaging with staff. They are also interested in showing appreciation for staff.

Communication

The Communication Committee decided to create a newsletter comprised of 2 or 3 different sections including “Staff Highlights,” “Committee News,” and “Upcoming Events.” Distribution will be via email to Senators who will then disseminate (similar to how we currently handle the minutes).

Next Meeting:

Thursday, June 16, 2016

Zehmer Hall

11:00 AM – 1:00 PM

Guest Speakers: Pat Hogan and Rick Shannon

Staff Senate Meeting Attendance - May 26, 2016

Schools/Business Unit	Senator	Attended?	Alternate	Attended?
Athletics & IM Sports	Schnell, Brett	Yes	Davis, Becky	
Audit/Compliance/Emergency/Police/Treasury	Castle, Molly	Yes		
Business Operations/ Dining/ Housing/ Parking/ Printing/ Bookstore	Garwood, Cindy		Hunter, Katrina	
	Peek, Kathy			
College of Arts & Sciences	Stein, Maggie	Yes	Lamb, Jennifer	
	Zylstra, Mieke		Short, Rachel	
Curry School	Rhea, John	Yes	Kiley, Ryan	
Darden School	Weissman, James	Yes	Skriloff, Nick	
Engineering School	Cornell, Jan		Mauler, Jennifer	
Facilities Management	Bryant, Brett		Taylor, Duane	
	Campbell, Tony		Shifflett, Molly	Yes
	Wenger, Jessica	Yes	Kevin Lawrence	
	Werlitz, Norman		J.R. Richardson	
	Stinnie, George		Smith, Jamel	
	Thompson, Tosh	Yes	Covington, Richard	Yes
Finance/ Comptroller/ Budget/ Architect/ Procurement/ Real Estate/ Gov Rel	Birkhead, Michael		Rose, Reggie	
	Doran, Chris	Yes	Galasso, Lynn	
	Ludwick, Michael	Yes	Hoffman, Kobby	Yes
Frank Batten School	Crombie, Amanda	Yes	Bainter, Hannah Rose	Yes
Human Resources Central & HR Development	Small, Michelle	Yes	Ober, Diane	
Information Technology: CIO/ ITS/ Communication Services	Buynak, Arlene		Cuadros, Pat	
	Hyder, Brandy	Yes	Townsend, Tony	
Law School	Morris, Sherry		Bennett, Holly	Yes
Library Services (excludes Health Sciences Library)	Corey, Bill		Amico, Lorenza	Yes
McIntire School	Amos, Brandy		Ehrenberg, Peggy	
Office of Advancement (includes Development Office & Radio Station)	Davidson, AJ	Yes	du Pont, Westley	

Schools/Business Unit	Senator	Attended?	Alternate	Attended?
President's Office (includes Diversity & Equity, EOP, Communications, and Mi	Adkins, Lee Ann	Yes	Prailey, Tammy	
Provost	Henriksen, Melissa	Yes	Carter, Nyshae	
	Muldoon, Amy	Yes	Roem, Anna	
School of Architecture	Goldman, Melissa		Smith, Cynthia	Yes
School of Continuing & Professional Studies	Merryman, Kelly	Yes	Shugart, Dannelle	
School of Medicine	Cross, Tina	Yes	Guy, Penny	
	Harris, Amanda		Logan, Elida	
	Johnson, Andrea		Clarke, Jill	(Excused)
	Kriigel, Nancy	Yes	Blough, Elizabeth	
	Stepanski, Mary	Yes	Sullivan, Diane	
	Yowell, Leslie	Yes	Kish, Alex	
	Foster, Sandra	Yes	Strickler, Edward	Yes
School of Nursing	Marsh, Della	Yes	Oswalt, Jackie	Yes
Student Affairs / Student Health	Murray, Sandi	Yes	Eckert, Tim	
VP for Research (Environmental Health & Safety, Comparative Medicine)	Peairs, Bill	Yes	Mathes, Donna	
Ex-Officio	Morris, Nina			
	Newsome, Eric			