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
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