

P&A CONSULTATIVE COMMITTEE MEETING JANUARY 22, 2013

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions, or actions reported in these minutes represent the view of, nor are they binding on the Senate, the Administration, or the Board of Regents.]

Present: Ann Hagen (Chair), Marilyn Becker, Stephanie Bettermann, Jodi Carlson Grebinoski, Stacy Doepner-Hove, Cynthia Murdoch, Steven Pearthree, Cathy Schulz.

Guests: Lori Lamb.

1. CHAIR'S REPORT

Ann Hagen said that Cynthia Murdoch has submitted an application to serve as the vice chair. She will be elected at the February 1 P&A Senate meeting but is serving as acting vice chair now. She attended the Regents meetings in December. The compensation philosophy and planning was discussed but nothing new was proposed. The legislative briefing is tomorrow, the Senate Consultative Committee (SCC) meets on Thursday, and the Senate Centennial Conversation is on January 31.

She, Cynthia Murdoch, and Stacy Doepner-Hove met with Vice President Brown on January 4 which was prompted by the letter from PACC. Vice President Brown said that an engagement office is being hired from outside the University to address on boarding, leadership, morale, rewards, and recognition. The next step in the job family study will be presented to the Regents in February. They discussed employee morale and engagement. While there were no concrete answers, PACC's thoughts were heard and Vice President Brown appreciated the feedback. They also mentioned the loss of the PEL and TLP programs which are key to continued improvement for P&A staff. They were told that they are being revamped and will be back in some form. On the topic of P&A annual reviews, Vice President Brown thanked PACC for volunteering to look into this issue but believes that it should be handled by HR as there will be performance management software as part of the PeopleSoft upgrade. Vice President Brown will be speaking at the March 1 P&A Senate meeting.

2. SUBCOMMITTEE UPDATES

Benefits and Compensation (B&C)

Cynthia Murdoch said that B&C met with Susan Rafferty to discuss P&A annual reviews requirements and procedures and to see what the P&A Senate can do to improve this process. Susan Rafferty noted that in a recent survey of 65 P&A employees, 77 percent reported having regular reviews. This percentage is lower than other employee groups but is at a reasonable level. There is a field in PeopleSoft to enter a date of review, but HR does not encourage this practice. B&C members noted that it is hard to base compensation and pay increases on merit if an annual review is not completed. As she will be moving to the vice chair position, Susan Vandergon has agreed to serve as the B&C co-chair.

Communications

Marilyn Becker noted that the newsletter and meeting highlights are being worked on along with the survey data.

Outreach

No report.

Professional Development and Recognition (PD&R)

Jodi Carlson Grebinoski stated that the Outstanding Unit Award (OUA) guidelines have been set for this year and brown bags are being planned for February and April.

3. REVIEW OF MISSION STATEMENT FROM NOVEMBER 27 PACC MEETING:

Current Statement: To ensure the highest quality of work life for P&A employees at the University of Minnesota through advocacy and proactive engagement with University initiatives and governance in order to further the University's mission of teaching, research, and service.

Proposed Statement: To advocate for the highest quality of work life for P&A employees in order to advance the University of Minnesota's mission of teaching, research, and service.

Members agreed to forward the proposed mission statement to the full P&A Senate.

4. DISCUSSION OF QUESTIONS FOR THE JANUARY 31 SENATE CENTENNIAL CONVERSATION

Members would like to ask about the benefits of involving students and staff in the University Senate.

5. DISCUSSION OF P&A SENATE RESTRUCTURING

Stacy Doepner-Hove said that office decommissioning and redistricting has prompted this review and subsequent proposed changes. The goal was to make sure that every P&A employee had a voice through a unit senator and alternate. PACC agreed with the proposal.

6. DISCUSSION OF WELCOME PACKET

Stacy Doepner-Hove presented a welcome packet developed by the Outreach subcommittee that can be shared before the annual retreat and each election cycle. Members were asked to review the draft and forward any changes before it is presented to the P&A Senate.

7. APPROVAL OF FEBRUARY 1 SENATE AGENDA

The agenda was approved as amended.

8. DISCUSSION OF WALL STREET JOURNAL ARTICLE AND LETTER FROM THE LEGISLATURE

Ann Hagen referred PACC members to the recent article in the Wall Street Journal which indicated that the University had too many administrators and had added more administrators in the recent past as other positions, such as faculty, were cut or lost.

Members made the following comments:

- Units have been provided two weeks to clean up their employee data in the position management system even though the University knows that this system is broken
- IPEDS data is the most accurate to date for determining spans and layers
- P&A need to help spread the University's message and all P&A should be encouraged to write to their legislators in the upcoming newsletter

9. DISCUSSION WITH LORI LAMB – JOB FAMILY STUDY AND CLASSIFICATION, REPORT FROM CONSULTANTS

Lori Lamb, Director of Operations for Human Resources (HR), joined the meeting to discuss the job family study. She said that the venture with the consultants was successful and they mapped an overall plan for completion of the classification and compensation study. This plan will be presented to the Regents in February and validates a study completed by a previous P&A and civil service work group on this topic and reclassification of four other job families by HR.

The job family study process will recreate and modernize the classification system in a phased approach, as outlined on the handout. At the end, there will be a new job description tool and that will appropriately classify new employees and employees whose job duties change. The JEQ process will also be eliminated. HR policies and procedures will then be updated to match the new structure.

The 14 remaining job families will have an expedited review in a two year period. This will be accomplished by hiring a consultant to complete this work. The classification structure and titles for all non-faculty and non-bargaining unit positions will be updated along with marker-based salary ranges. Jobs will also be classified as either direct mission, mission support, or operations.

The current job codes and titles do not describe the actual work being done, which makes data reporting and comparisons very difficult. This also makes it harder for the University to tell its story to the public. The PeopleSoft upgrade includes a framework for incorporating the job study changes.

Once the job family study and salary study is complete, HR will be reviewing all terms and conditions of employment for P&A and civil service. This will be done through consultation with groups, such as PACC, to make sure that there is consistency across the University.

Lori Lamb noted that the cost to hire a consultant to complete the job family study will not be cheap but it will quickly solve the problem that the University has using its own HR data which were highlighted by the Wall Street Journal article. Its intent is also to make the lives of employees easier by clearly showing where they are in a career path and what is required to reach the next level.

Q: It has been months since there has been any communication from HR on the job family study so most employees have no idea of what will be proposed. What is the communication plan for this process?

A: The communication plan will be developed after the proposal is presented to and approved by the Regents. The proposal has been discussed with HR leads last week and will be presented to HR pros this week.

Q: How long will phase 1 last?

A: This process will last six to eight months but it does not need to be completed before phase 2 begins.

Q: Will all three phases be concluded in two years?

A: Phase 3, terms and conditions of employment, might take more than two years to complete as it may require adjustments to retirement options that will take longer to implement.

Q: In what areas will PACC be consulted?

A: Input from PACC will not be required for phase 2 of the job family study, as this will be handled directly by the consultants and then will involve individual employees. Input will be sought for phases 1 and 3.

Q: Will this process address administrative costs?

A: No as there are other ways to address this issue that require more time than the March 15 deadline from the legislature. This process requires long-term work to make sure that the outcome works for the University and is fair for employees.

Lori Lamb then noted that in addition to the University's budget request, the legislation has also requested a spans and layers analysis, which is why data clean-up is being requested in PeopleSoft. A consultant will also be hired to benchmark the University against other Big 10 institutions in terms of IPEDS data. These processes will inform the University on next steps that it needs to take.

10. OTHER BUSINESS

With no further business, Ann Hagen thanked the members for attending and adjourned the meeting.

Becky Hippert
University Senate