

**Attendees:**

**Co-Charis:** Caterina Caiazza, Marc Seigfred

**Members Present:** Melinda Adelman, Chris Apple, Rani Bhagwat, Kristi Brock, James Chudyk, Celeste Cooper, Laurel Contomanolis, Theresa Danylak, Robert De Leon, Sherri Gunter, Yennifer Hernandez, Kari Kafka, Janelle Kolhman, Dawn Marshall-Hosier, John McIntyre, Lauren McKenna, Michael Osadciw, Katie Papas, Alexander Pita, Amanda Sharpe, Anthony Siragusa, Josh Spenard, David VanWey, Andrea Walton, Rich Wattie, Joe Williams Jr., Paul Wlosinski, Terra Buttram, Ann Publow

**Members Not Present:** Rebecca Walters

**Guests:** Dan Salamone, Leah Stormo-Soles, Sonya Garlington

**Board of Trustees Presentation 5/13/21**

Cathy Caiazza and Marc Seigfred are presenting to the Board of Trustees next week about GSC for 10 minutes. We want to remind the Board of the purpose and the value of having a Staff Council. We'd like to have continuing communication with the board. They will need to have some basic knowledge about GSC, and we will share the 2020 Annual Report with them.

**VP/CHRO Search**

Cathy Caiazza has been a part of the Search Committee and has been involved in reviewing the materials and conducting interviews. Amanda Sharpe and Chris Apple jumped in to meet with the final candidates on behalf of GSC. It was a diverse pool of people with a wide range of backgrounds. Lance Drummond is on the Board and oversees the Human Resources Committee for the Board. He's a great champion for staff. Today, the Search Committee is presenting three candidates that they'll recommend to the President, so she can present that candidate at the board meeting next week and have them approved. The hope is that the new VP/CHRO can start this summer. The focus should be on transformation, culture change, equity, and inclusion.

**Career Path Modernization Project**

Leah Stormo-Soles, Dan Salamone and Sonya Garlington spoke on Career Path Modernization (CPM) project. Mercer partnered on the Compensation Philosophy. They shared that our current job structure is about 40 years old. It's outdated, decentralized and has ambiguous policies and the perception of inequity. This has led to unclear career path opportunities for employees.

The goal of CPM is to create a relevant job structure that will impact the ways we hire, pay, develop, and advance our workforce. For instance, specific jobs will be based on incremental changes in complexity impact and requirements.

- From the job level, each job will belong to a Career Stream (support, professional or management).
- That Career Stream will belong to a Job Family which groups jobs that share skill sets/knowledge.
- That Job Family will belong to a Job Family Group.

An individual can look up that spectrum to see what positions might be in their career path. Showing them roles that share skill sets and development patterns may create crossover opportunities within their career.

Our Compensation Philosophy is the framework on which we will build everything else. We want to be able to pay in a way that is competitive in the marketplace and ensure that people understand that growth opportunities exist for them within the organization.

Other areas outside the scope are CPM are also being looked at including Paid Leave, Pay Enhancements, Performance and Development. Some of this will have to be incorporated into HRMS. For instance, right now when we hire people, you might have two people in different areas doing the same job, but one person is making a little extra because of the shift they are on or the level of risk of their job. Right now, that is included in their base wage. We need to change that so that we see a premium is being paid to particular individual for a particular reason on top of their base wage. This will help us when we are looking at comparable positions in the marketplace – so we're comparing base rate to base rate.

CPM is a multiyear multiphase project with a goal of implementation by Spring 2023. It applies to staff not covered in unions or bargaining units.

Right now, the CPM Project Team is gathering feedback about the Compensation Philosophy with key stakeholders and groups like GSC before it's finalized. Then, they will move into Structure, Leveling and Mapping of an organized framework, where they review jobs from across the university. We currently use PayFactors as a pay integration tool, but MarketPay may be better for us in Compensation Management.

There is also a current project going on called the Career Pathways Project (different than Career Path Modernization). This is an initiative by the Learning and Development Team within HR. It's aimed at showing how skill sets are transferable and helping the university provide development opportunities.

Will Market pricing and peer institution benchmarking be using the same criteria and institutions be transparent and published? Most organizations look at pay relative to market in the context of salary surveys. We participate in these, and then that data is shared with organizations like ours by places like Mercer and CUPA (College and University Professional Association for Human Resources <https://www.higheredjobs.com/salary/>) which is specific to higher education. We also use surveys specific to healthcare. The information is blind so that we don't know what salaries are paid at what institutions. They have to be this way so that organizations won't participate in price-fixing.

Will pay grade salaries be published? In higher ed, salary ranges tend to be more public. In the medical setting, this is not as likely. So, for instance, the organizations we compete with for clinical talent do not publish their information.

Will years of service and seniority be factored into compensation? In unionized situations, there is generally a set step progression based on years doing a particular job (=experience). When we hire people from the outside, we have to pay them appropriately with their peers in order to attract them.

Will pay for performance be included? The compensation philosophy will be the North Star as we move forward. Pay for performance is a critical piece of this – but PFP is so much bigger than the CPM Project.

Is there a set agenda for updating the university on the CPM project progress? Yes, there will be future employee emails and forums to keep people apprised on the progress. GSC would like to know more about a timeline for communications rollout as CPM progresses.

The Compensation Philosophy was sent out prior to this meeting but was not reviewed during the meeting. Dan, Leah, and Sonya would still love to receive feedback about the Compensation Philosophy.

A copy of the chat will be provided to Dan, Leah, and Sonya.

### **Remote Work Planning Group**

This is a group shared by Holly Crawford and Kathy Gallucci. Marc Seigfred and Cathy Caiazza both serve on it. The object is to update the remote work policy for the university and to develop guidelines on how remote work options are handled across the university. The pandemic has been an opportunity for learning what can be accomplished remotely.

How does the policy need to be broadened to reflect what we've learned? As people return to campus, some people will be able to continue to work remotely, while others may be in a hybrid situation. Guiding principles and documents will be provided to all units to help managers and leaders decide what works best for their business.

The group has met a couple times and formed some subcommittees – one for Technology and Tools being led by Marc Seigfred, one for Employee Engagement, and one for Training and Development. It has representation from all areas of the University.

We expect it to be a four-month plan, with the first two months developing the package to present to senior leadership. Assuming that's adopted, there's a couple more months of communication rollout and training, with a goal of having things out in August. We're also hoping to put forth a way for people to appeal their situation if they disagree with what their department/manager has decided.

Is support for remote and hybrid positions being discussed? Things like internet access and the ability to make long distance phone calls on behalf of the university may be issues. Also, things like using your personal phone to call patients is a problem. Current University policy has some wording on what it is responsible for and what the employee is responsible for. The Technology subcommittee is looking at identifying what software can be used so that folks can possibly use their university telephone number from a laptop wherever they are.

Unfortunately, there are just some positions that are not suited to remote work. The toolkit being developed will help a manager assess how much of a job can be done remotely. There is frustration amongst staff because this planning hasn't been rolled out yet, when departments are doing their fall planning now.

The decisions on return to the campus are being made in real time and are based on what is best for the University. The roll-out needs to take into account that announcing something in @Rochester does not give managers and departments the wherewithal to actually implement the guidance handed down because they are just finding out about it. This needs to improve. When a decision is made at a university level, it should be communicated internally before it is rolled out as a community-wide announcement.

**Update from Meeting with President Mangelsdorf**

Cathy Caiazza and Marc Seigfred met with the President on May 3<sup>rd</sup>. They updated her on the budget proposal. She shared with us that she has talked to Mark Taubman, the CEO of the Medical Center. He is on board with our exploring expansion of GSC to the Medical Center – likely in non-clinical areas first. We spoke about sharing GSC information with the Board.

**Update from the Faculty Senate Benefits Committee**

We had a presentation last week from Michele Hill and Michelle Barrett about what is in the works right now.

**GSC Operations – Recommendations for Improvements**

Josh Spenard gave a presentation on how we can improve as an organization to become more efficient.

In order to make monthly meetings more productive, additional structure can be introduced with action items to help gauge progress.

We'd like to see subcommittee participation in each meeting to get back to the deliverables for each and the milestone schedule along the way. Presentations should be 5-10 minutes with a brief Q&A time. This could be 1-3 presentations per month. This helps everyone stay up to date with what each committee is working on.

More guidance is needed on what the sub-committees are charged with doing and what they should be doing. The subcommittees need feedback from the Council to move forward.

We need to revisit the Annual Report as a way to get back to our values and mission.

It may be useful to develop a progress report template to help subcommittees define progress and deliverables, state their goals, provide a timeline/deadline and always be clear on who is responsible for what. There should always be a point person for each activity – even when a group is expected to work on it. Josh asked for a volunteer to develop a template, but no one volunteered.

We can do a better job with agendas by establishing a lead person for each topic, so someone is always the responsible party. We can also do better by staying on point and having project-based discussions instead of dragging out conversations.

With a milestone schedule, we could roadmap future key meeting events with a Gantt or Calendar view format. We're thinking of something simple like Planner which is an element of Teams. For instance, with a calendar of GSC activities in place, we could look forward to see what committees will be meeting and what is coming up.

Town Hall Meetings will need to have focused topics which are well moderated.

With the last 10 minutes of each monthly meeting, we should do a recap of what should be communicated to constituents. Use the new website and a consistent format to support this. It would be highly useful to find a way to get more feedback from our constituents, so we have a communications loop of information going out, and feedback coming in. Providing key takeaways/5 bullet points for communication will aid in consistency of our message.

If we have a common platform for feedback, Ann could summarize that information for our co-chairs for follow-up.

Although there has been discussion about opening up our monthly meetings to constituents, the committee felt that GSC was not prepared for this at this time, and that we need to improve our meeting structure and organization before going public. The need is there, but the readiness is not. Solid structure and demonstrated action will demonstrate credibility and promote interest in future interaction with GSC. The public first impression is important.

The Co-Chairs do a ton of work and need to be able to delegate some of their tasks to lighten their load. Council representatives need to be ready and able to step in and volunteer for this.

Do we go back and revisit the “Parking Lot” of topics for review and action? This should happen regularly.

Action items should be highlighted in the minutes, along with the name of the responsible person. It could also be a separate list of “hot items.” These could be followed up at the next meeting.

Yennifer Hernandez will be meeting up with Ann Publow to show her how a calendar and planner might be used in Teams.

#### **Update on GSC Website by Theresa Danylak and Katie Papas**

The current website is very basic. It has been hosted by the Office of Equity and Inclusion, so any updates have always been up to them to do. The new site has several layers with a very simple navigation bar. There is a “How can we help” section at the bottom so people can contact us. Theresa Danylak took the group on a tour through the website. The Annual Reports and Meeting Minutes are posted on here. Minutes are general and edited so they will be kept public / non-password protected. Our site also links to other sites/resources within the University.

Staff Spotlight is an area of the website where we hope to feature staff across the university. There are no “qualifications” to be highlighted. A nomination form mechanism is on the website. Katie Papas spoke of the need for an initial pool of names and profiles for the site. Lauren McKenna is currently featured as “our newest member.” Joe Williams is actually our newest member at this point in time, so someone will be reaching out to him soon to do his profile.

There’s a feedback form on our website. People can contribute to it and remain anonymous if they wish.

The website also addresses the election process. As we approach the election, there will be a nomination form available active on the website. If you’re in VPN, you can see this at <https://www.cognitofirms.com/UniversityOfRochester2/StaffCouncilCandidateInformationForm>

Yennifer Hernandez asked that her department title be changed to IT.

We need photos of Terra Buttram, Rebecca Walters and Ann Publow. They should send their photos to Theresa Danylak.

The website will be in testing with University Communications, and then it will go live. At that point, we’ll announce it in @Rochester.

### **GSC Elections**

They take place this summer. Half the council terms off each year (14-15 seats). Some people are in two-year terms and others are in 3-year terms, so we don't lose everyone at once. Some people are interested in stepping down while others are interested in running again. Terra will provide an overview of the election plans at the June meeting. The new members officially begin in September, and there needs to be a day-long orientation (in person, if possible, at that point) where new members get an orientation. We did this in 2019 when GSC began.

### **AS&E Meeting on Benefits**

Sherri and Terra will discuss this at the June meeting. Notes will be circulated ahead of time for comments and questions.

### **Vaccinations for Employees**

There is not a program for vaccinating employees at this time, but the vaccines are readily available in the community and through primary care doctors.

### **Commencement Work Opportunities**

There are many 2- and 4-hour volunteer opportunities – primarily as ushers. Anyone able to help should contact [Rhonda.smith@rochester.edu](mailto:Rhonda.smith@rochester.edu) You will be paid. Scripts and guidance will be provided to you on necessary precautions.

### **Meeting Recap**

- Marc and Cathy will be presenting to the Board of Trustees next week and have developed an initial draft of their slides.
- We had a presentation on the Career Modernization Project, but really didn't discuss the Compensation Philosophy.
- We had an update about the Remote Work Group
- We had an overview of the suggestions made by the GSC Workgroup on Operations, so that we can move forward with the goal of effective live meetings.
- We had an overview of our awesome new website.

### **Good News Shares**

**Robert DeLeon** – He is getting his MBA and walking graduation this weekend (May 16<sup>th</sup>). He also shared photos of his adorable son with a full head of hair. He's 5 months old, 21 pounds and 25 inches long.

Next GSC Meeting – June 11 from 9am-12pm