

Attendees: Co-chairs Cathy Caiazza, Amanda Sharpe, David Cota-Buckhout, Anthony Siragusa, Keri Siragusa, Harish Nayak, Terra Buttram, Amy Kadrie, Jenny Hamson, Rani Bhagwat, Joe Williams, Dawn Marshall- Hosier, Theresa Danylak, Michael Osadciw, Sherri Gunter, Kristi Brock, Bailey Nixon, Rebecca Walters, Jon Powers, Andrea Walton, Diane Crane, Alexander Pita

**Agenda:**

**1. Announcements & Housekeeping**

- **Welcome & Reminder of Zoom Protocols**
- **Meeting Minutes Approval**
- **Updates from the Chairs and areas of GSC Impact**

**2. Discussion of Council Priorities**

- **Break out activity planned**

**3. Bylaws**

- **Reviews changes**
- **Procedure for approval**

**4. Survey Guidelines**

**5. Career Path Modernization Update with Leah Stormo-Soles, Dan Salamone & Dan Watson**

**Amanda Sharpe-** We have had meetings with leadership and the Office of Equity and Inclusion and have extended an invite to Sasha Eloi-Evans and Janice Holland to join us at our meetings. Sasha has joined our meeting today.

**Harish Nayak-** we received some comments that were added to the minutes. November minutes approved.

**Cathy Caiazza-** We have been in discussions with some high-level topics. One of those conversations was related to communications around Covid rates on campus There have been concerns about the rising cases among students on campus. We've had a couple of conversations with President Mangelsdorf and Kathy Gallucci on how our campus continues to remain safe. The number of reported cases remains a very small percentage compared to the total cases being reported in Monroe County. We are looking at improved communication on how our numbers may compare to the numbers in the community, what our numbers really mean and how our practices are some of the most aggressive in the area.

Minimum wage increases have been communicated. We have moved to \$15 per hour. Wages have been adjusted and affected individuals have been contacted directly. Student Employment rates have also been increased to \$15 per hour beginning December 26.

The Provost search is coming to a close. Amanda and I did participate in a couple of additional interviews and reference checks are being done now. They are hoping the candidate will accept the offer for a July start. President Mangelsdorf and Kathy Gallucci will be joining our meeting in February.

**Amanda Sharpe-**We took the poll on how we should meet for the upcoming year. The majority felt a hybrid was the best plan. We also discussed this topic in the Executive Committee and have decided to meet in-person once per quarter and via Zoom for the remainder of meetings. Our first in-person

meeting will be in February with President Mangelsdorf and Kathy Gallucci. I will be sending out save the dates for the calendar year and will indicate whether each meeting will be in person or virtual. We will work out parking, technology, and all other in-person logistics prior to each meeting.

Cathy and I are making wonderful connections with leadership, however an area where connections are lacking is the next level down, it's still senior leadership but at the individual units. There is a group named the Deans' Council that is the leadership from the individual schools. Cathy and I asked if we could come to one of the meetings to present on Staff Council. President Mangelsdorf will be issuing us that invitation and will be another way for us to continue building these connections.

**Rebecca Walters** gave a brief update on the kick-off for the Med Center Council. She said they are pulling together a group of non-clinical representatives from leadership and staff and will be working with HR business partners to help us identify others from research areas as well. The first meeting in in the planning stages and will take place in the near future.

**Cathy Caiazza**- Update on our administrative support, we have been working with HR and Strong Staffing and did have a candidate identified, but Amanda and I decided to take a pause to be sure we are doing this in the most strategic way. We don't want to bring a temp worker in only to train them and have them leave in a month or two for a permanent position. We are currently working with HR to see if we can have this job posted as a permanent remote position.

The Presidential Staff Awards was a few weeks back, Amanda and Cathy attended. Kristy Brock and the UHS Team won an award this year. It was a wonderful reception. We hope that in the future the Council can send a note of congratulations to all the recipients.

**Amanda Sharpe:** There are four Operational Committees. We would like to have all our new members assigned to one of the committees. Cathy has provided a link for new members to rank their preference: <https://uofr.sharepoint.com/:x:/s/GeneseeStaffCouncil/EesfWGREu2xOuBEHoOoiLMcBZD8n1BTLmdK7D-SfVUvxQ?e=48Lzmw>

1. Executive Committee-members selected by co-chairs or dictated by by-laws
2. By-Laws Committee-Maintains GSC By-Laws commitments
3. Communications Committee-Focus on GSC communications and website maintenance
4. Elections Committee-Works on elections in the summer/fall and when vacancies arise

The next agenda item is a continuation from the November meeting of discussion of our priorities. In our November meeting we broke into small groups to discuss five areas that are of interest and concern to staff. We are going to continue the discussion we began last month. Amanda created the same breakout rooms as last month for folks to continue their conversations.

The group shared comments from their breakout rooms. Note takers should send your notes to Amanda And Cathy.

**Amanda Sharpe**-Council Operations

1. Establish method for sharing out Council updates and information to constituents
1. Schedule regular opportunities for Council members to meet in person
2. Establish record keeping mechanism to ensure activities data and historical items are cataloged.
3. Promote and encourage diverse pool of candidates for new council seats

4. Tackle the expansion to the Medical Center in phases; first non-clinical staff, then adding clinical staff down the road

**Amy Kadrie-** Culture and Climate-We have identified solid smart goals and several strategies underneath them

1. Identify and partner with key programs, opportunities and working groups that address topics related to culture and climate
  - a. Partner with key units, i.e., Sasha Evans, Emerging Leaders etc....
2. Identify a couple of ways to engage individuals to ensure all constituents' voices are heard and feel welcome
  - a. Gather information through surveys, working groups and Town Halls
  - b. Utilize UR Mobile or similar App as a means of communication
  - c. Identify ways in which to welcome new staff members at orientation

**Bailey Nixon-** Future of Work Group-We identified one goal and worked through the smart aspects of it.

1. Establishing and standardizing the practice of reflecting on the overall satisfaction as we come out of Covid
  - a. Work from home flexibility and how to incorporate that into employee evaluations

**Jon Powers-**Professional Development Group Goals

1. Make connection with MyPath Team
  - a. Have someone present at a monthly meeting
  - b. Increase computer access to all staff, or providing mobile access to materials

**Harish Nayak-**Diversity Equity and Inclusion-We had three new people join our group including Sasha Eloi-Evans. We took the opportunity to ask questions about her new role and the Office of Equity and Inclusion. Our biggest takeaway was to improve efforts around DEI across campus and efforts on how we want to raise awareness.

**Amanda Sharpe:** The updated process for by-law changes will be to present any changes in a Staff Council meeting and vote on those proposed changes the next time the Council meets. The following are today's proposed changes that will be voted on in January's meeting:

- Membership will be composed of seats allocated to represent a district's member shall be elected by peers from within that district
- Members elected in the annual election will serve for a two-year term effective Labor Day after their election
- Members elected to the Council to fill a vacated seat will serve the remainder of the two-year term associated with the seat
- The Co-chairs shall provide an annual budget to be approved by the Council.
- Secretary shall also maintain membership and appointee terms
- Once a budget is approved, any budget expense over \$1000, and non-budgeted expenses over \$250 will be reviewed by the Executive Committee before making any purchases
- We have decided not to have a Treasurer. We will use our new Administrative Support person to handle those responsibilities

- The Election Committee will review new memberships rather than the By-Laws Committee
- University IT will now be identified at University Information Technology
- Members must have a primary staff position
- Removing the language that By-Laws shall be reviewed annually

Amanda will be adding these slides to Teams for review and comments. Please take the time to view the changes before the next meeting.

**Cathy Caiazza-** We decided to have a working group to establish some guidelines in the event the Council to send out a survey to constituents.

**Harish Nayak:** Our working group consisted of Amy Kadri, Jon Powers, Andrea Walton, Mike Osadciw and me. We discussed setting some baseline expectations as to how the Council members and committees will become involved in completing this kind of work. Please follow the link below for additional information and details.

<https://rochester.app.box.com/s/7kr62jczq1ekewra323qw1xuuvpn2wkm>

**Dawn Marshall-Hosier** Because time is of the essence, I would suggest Dining Services be offered a paper survey. Everyone will be gathered in one room on January 5 & 6 and this may be an opportunity for that. Facilities may be another group to contact.

**Cathy Caiazza-**The survey group has discussed papers surveys as option to reach staff that may not have computer access

Cathy Caiazza welcomed Leah Stormo-Soles, Dan Salamone and Daniel Watson from the Career Path Modernization Team.

**Leah Stormo-Soles-** CPM, Career Path Modernization project is looking to recreate our job structure at the University and how our jobs are classified. We are taking the following steps foundationally and making sure it is built in a way we can evolve. <https://www.rochester.edu/human-resources/professional-success/career-path-modernization/>

- Compensation Philosophy
- Structure, Leveling, & Mapping
- Market Pricing and Assessment
- Pay Structure Development
- Pay Administration Guidelines
- Implementation

#### Project Updates

Compensation Philosophy Status- Compensation Philosophy was created by Mercer and refined based on input from stakeholders and the Steering Committee. Final review with Senior Leaders will take place in 2022.

Job Structure-worked with Mercer and held several workshops with representatives from across the organization and held our initial review with the Steering Committee

Market Alignment Strategy-A proposal has been developed and reviews are underway

Transparency in the Future-State- Project team has developed framework for input and recommendations for how the University will be transparent in the future. Discussions are scheduled to begin early 2022.

Change Management & Communications- in the process of continuing to develop several ways for people to be engaged by web materials and training.

**Dan Salamone** reviewed the current job structure, mapping, and department validation of employee placement. We've worked through preliminary pass at what the job structure should look like at the University of Rochester. U of R really does have a lot of variety of work here and we want to make sure we accommodate that. We worked alongside with Mercer and having a series of workshops with participants from across the University. Preliminary mapping is completed by Mercer and then reviewed by Compensation. The new structure is designed to evolve so job mapping will continue to evolve throughout the project and beyond.

Employees are preliminary mapped to the new structure by Compensation based on how their job is mapped in the new structure. Several people have been hired into positions that have evolved over the past several years, but their role has not changed.

There are four key elements of job structure

1. Career Streams (to include Clinical, Associate Professional Leadership and Senior Leadership)
2. Job Levels -Organization of jobs with similar level of responsibilities
3. Job Families- Organization of jobs into functions
4. Job Sub-Families-Subgroups within a job family that may share more specific responsibilities and skills

**Dawn Marshall-Hosier** How many pay grades are we talking about?

**Dan Salamone**-We currently have over 1000 job titles at the University. Titling is a piece of this project that will be addressed in the next phase because it is such a big undertaking. We don't know yet how many job titles we will have once the project is complete. We hope to bring clarity around titles and types of roles associated with these job titles.

We want to make sure there are opportunities for everyone, including those who do not want to take on leadership functions to grow in their careers.

**Jon Powers**- When Mercer is looking at the jobs, was there an assessment of where the roles fall within the University

**Dan Salamone**-We've validated Mercers work it many ways. Internally in compensation and in partnership with our HR Business Partners, as well as withing the working groups.

**Leah-Stormo Soles**- This will help organize the jobs and help give people across the organization better information so better workforce planning can happen

Dan reviewed the new job structure proposal. There are currently now 12 paygrades but, in the future, there very well be many more than just the 12. Our intention is to acknowledge that opportunity exists in a career path without having to cut over to leadership-based roles that enables employees the opportunity to grow.

We are using five leveling factors for this new job structure and they include:

1. Organizational Impact
2. Communication & Influence
3. Innovation & Complexity
4. Leadership & Talent Management
5. Knowledge & Experience

These career streams help govern how jobs become placed at a particular level in the structure to achieve continuity. It doesn't matter what manager, or leader is putting forward a job description if it's being reviewed by the same set of criteria.

Job profiles and new resources drive consistent mapping of jobs to the new structure. Generic job profiles or descriptions will shift to ones inclusive of the responsibilities and qualifications. Everyone in those jobs will have to meet that set of qualifications.

CPM will put the job profiles on an externally facing system so that you can search it at your leisure. We have adopted a new platform called JD Expert that created a tool to do exactly that.

**Sherri Gunter**-Are you considering the new minimum wage and students new wage increase?

**Dan Salamone**- The leveling will not be synonymous with the pay. That will come with the grade. The important piece is that our pay will now be working towards market-waged pay. Many jobs are not based off minimum wage but off supply and demand. We will be spending a big piece of our time this coming year trying to understand what people are doing to ensure they are classified properly.

**Dawn Marshall-Hosier**-Will years of service be considered?

**Dan Salamone**- The jobs will get assessed against the levels, and on the pay grade side will address years of service.

**Jon Powers** – Will there be clear guidelines withing job families?

**Dan Salamone**- You will be able to look all the way up and all the way down, starting with the job family and then the job sub-family. We may have to revisit this when we get to the pay structures.

**Jon Powers**-Will jobs that get posted have a level and paygrade available?

**Dan Salamone**-Yes, we still have to work with Senior Leadership to see how transparent we will be on pay ranges. We may not be able to share it externally, but we may be able to offer that internally for transparency. It will be something the organization will have to decide.

**Leah Stormo-Soles**- We will share these presentation slides, please reach out with any questions or thoughts please let us know We would be happy to come back and have another conversation.

### **Wrap up**

**Amanda Sharpe**- Terra Buttram has been working with Elections Committees to fill the two vacancies that we have, one from IT and one from Memorial Art Gallery. We are opening nominations to begin next week ---The hope is that we will have these seats filled by the February meeting

**January 7<sup>th</sup> next meeting.** If you are not back from your break please notify Amanda, Cathy, or Harish.

Announcement:

Equity Inclusion Diversity Summit happening this this spring. <https://www.rochester.edu/diversity/2022-edi-leadership-summit/> GSC is considering if we want to sponsor one of the workshop sessions