

GENESEE STAFF COUNCIL

Meeting Agenda: August 5, 2022

Zoom Link: <https://rochester.zoom.us/j/91357009428>

8:50AM – Join Meeting

- Review Zoom Protocols for Guests

9:00 – 10:00 AM – Kathy Gallucci (VPCHRO)

- Efforts to address inflation
- Employee safety
- CPM and compensation transparency
- New employee orientation
- Staffing and recruitment
- Engagement survey – broad overview and future plans
- Feedback Opportunity

10:00 – 10:10 AM – Break

10:10 – 11:00 AM – Employee Engagement Survey Results (Rebecca Walters)

- Presentation on results
- Debrief

11:00 – 11:30 AM – Announcements and Housekeeping

- Meeting Minutes Approval
- Updates from the chairs and areas of GSC impact
 - Administrative support
 - GSC Expansion
 - Elections update
 - Orientation

11:30 – 11:35 AM – Wrap-Up

- Matters arising
- Summary, wrap up, and takeaways
- Good news

11:35 – 11:45 AM – Complete District Succession Survey

Next Genesee Staff Council meeting scheduled for September 9th – Annual Orientation Day. Please hold the entire day on your schedule until plans are finalized.

Attendees

Co-Chair Cathy Caiazza, Co-Chair Amanda Sharpe, Melinda Adelman, Rani Bhagwat, David Cota-Buckhout, Diane Crane, Theresa Danylak, Sherri Gunter, Jenny Hamson, Kaitlin Legg, Dawn Marshall-Hosier, Lauren McKenna, Harish Nayak, Bailey Nixon, Michael Osadciw, Jon Powers, Marc Seigfred, Rebecca Walters, Paul Wlosinski, Joe Williams

Review Zoom protocols for guests

Amanda Sharpe: We do have a guest speaker this morning, so we wanted to remind everyone about Zoom protocols. Please “raise your hand” in Zoom to be unmuted by the host. You are also welcome to put constructive comments or questions in the chat. Cathy and Amanda will monitor the chat for guest speaker Kathy Gallucci.

Presentation from VPCHRO Kathy Gallucci

Cathy Caiazza: It’s my pleasure to introduce you all to our VPCHRO Kathy Gallucci who has been a tremendous partner in all staff council related matters.

Kathy Gallucci: Thank you for having me, I appreciate being invited, and I want to start with the topic of university efforts to address inflation. We’re trying to be sensitive to staff impacts. For example, in order to benefit the most staff, we did not increase the threshold this year for the percent on retirement dollars. We also made sure that more employees could fall under the first benefits tier and receive lower healthcare rates, and we introduced the childcare subsidy benefit for staff making under \$130,000. We also have a subscription with Care.com to help staff with finding emergency childcare when needed. Another concern we hear a lot is parking, and we do have a lot of people looking into that issue.

Cathy Caiazza: Can you speak to the University’s perspective on remote and hybrid work as a potential effort to relieve some of those expenses associated with commuting?

Kathy Gallucci: We are actually looking at providing more flexibility in our out-of-state remote work policy. There are challenges there, as every state has their own set of rules. We are also working with our learning and development team to bolster our education and support for leaders to look very heavily at remote work where it is possible.

Jon Powers (in chat): In talking about retirement tiers - I had heard discussions of those possibly being reconfigured with the lower band having a higher percentage contribution - is that likely to happen?

Kathy Gallucci: I can’t give a definitive answer on that. We are looking at all of the benefits in what we call a total remuneration study (likely in 2023), and we will be looking at all the benefits we are providing and what that looks like against our peer institutions.

Michael Osadciw (in chat): Is there any discussion re: a return to 2012 tuition benefits? No savings data was released when our tuition benefits were drastically slashed.

Kathy Gallucci: One of the things we have been trying to do is to look at how can we create career advancement opportunities in a way that is different with our tuition dollars. Last year, we took half a million dollars and did a pilot program with two of our high-needs positions in the Medical Center. We fully reimbursed people for their training and gave them 8 hours of paid study time. The pilot went very well, we had about 18 of 23 people make it through the first phase of that program, so we are expanding it.

Amanda Sharpe: Could you speak to some of the plans in place regarding employee safety?

Kathy Gallucci: We have been having a lot of conversations about safety, including cameras, panic buttons, trainings, etc. Public Safety has established some guidelines for leaders about how to do a safety audit of your area. Public Safety is available to come to any department to talk to you about safety in your space, and how to respond to various scenarios. I would love to hear from this group regarding other things we should be doing from a safety perspective.

Dave Cota-Buckout: Has there been a discussion about employee safety in a remote

environment, since that's still part of our work environment now?

Kathy Gallucci: I have not been privy to conversations about safety and remote work. I will check with Public Safety to see if they have had discussions about that yet.

Diane Crane: We just talked about this in our team meeting in Advancement this week, the idea that everybody should be required to have their staff name tag to signal who belongs and who might be a guest.

Kathy Gallucci: When I first came into my interim role at the University, there was a discussion about the nametags identifying employees. This is a great question worth raising and having more discussions about.

Cathy Caiazza: We have comments in the chat about potentially looking into active shooter safety training being a requirement for all employees of the university. We will now move on to the Career Path Modernization project, and any progress around requests for transparency related to compensation.

Kathy Gallucci: We have made our way through the compensation philosophy which includes the level of transparency that we will have as an organization. We will publish the career structure and the pay ranges, which is really helpful from a career advancement standpoint, so I am really thrilled we're going in this direction of transparency. The full "CPM will be implemented target date" is January 2024, but we would like to implement as much as we can as we go, so it will come out in phases.

Dawn Marshall-Hosier: CPM is a long-term plan, and with COVID there was a freeze on the annual increases. For 2022, is there an across the board annual increase for staff?

Kathy Gallucci: Yes, there was an increase both this year and last year, and this year's increase was higher. In addition to that, we continue to do market reviews of various job categories as we go.

Kaitlin Legg: I'm so excited about CPM and everything else you have talked about so far, thank you for all the hard work, I know it's not an easy undertaking. I'm in an area where we are struggling to hire people right now because of wages. What is the process with HR getting feedback, is it primarily Med Center focused or does it also apply to River Campus?

Kathy Gallucci: It applies across the university. Historically, departments will raise the issue to their HR business partner, who then works with compensation to do the review. The way it will work in the future with CPM is that we will have an annual automatic review of every single position at the university against their market. I am very thankful for Dan Salamone in his role, he has positioned us to have multiple market surveys that we will draw information from, that will get refreshed every year in a more proactive way.

Michael Osadciw (in chat): Have there been any positions/jobs identified yet that do not have a clear advancement path?

Kathy Gallucci: I know that we have positions that there's not a natural path for. Our job in learning and development is to take those jobs and find related skills across the organization and help our employees identify those paths as opportunities.

Amanda Sharpe: Could you speak to how things are going with staffing and recruitment across the university?

Kathy Gallucci: University-wide, our job openings were at an all time high in FY21. We had the greatest degree of turnover in FY22. A lot of that turnover is in very specific areas and

positions, primarily in the clinical staff. A lot of people in these positions are taking travel contracts that pay very well. Recruitment and turnover have also been a challenge for us in the non-clinical area. We have put a lot of effort into getting our jobs posted in various areas. We will be expanding our People Inspired campaign to include roles across the university. We had nearly 150 individuals make referrals that were eligible for the referral bonus. Senior leadership is talking about continuing this program.

Cathy Caiazza: Have there been discussions about reviewing the new employee orientation, and ways we might be able to improve that process to better prepare our staff members to be successful in their roles?

Kathy Gallucci: We are going to be overhauling new employee orientation, the team is planning to get a lot more feedback, including from the staff council. They're looking at using some new technology that would enhance and personalize the experience. Scott Perry and Michelle Lewis are leading this effort.

Sherri Gunter: Are we retaining our new employees? Is there a higher turnover?

Kathy Gallucci: We are not retaining our new employees at the rate that we need to be. In some cases, we are seeing a 30% turnover from new hires hired in FY22. Our overall turnover as an organization is much lower than that. We need to develop standards to outline what's expected of the department when it comes to new employees. We are also looking at developing some automated tools for exit interviews to make them more anonymous and encourage employees to be more honest about why they are leaving.

Paul Wlonsinski (in chat): Have we considered 3rd party exit interviews?

Kathy Gallucci: Truthfully, it's very expensive to hire a 3rd party for that service. We were hoping that with CPM, we could customize some of that exit interview work to the job using the job descriptions being created.

Amanda Sharpe: Any questions or comments in the chat that we have not gotten to yet, we are going to gather that and pass it to Kathy to make sure that she sees that feedback. We are shifting now to the topic of the university's engagement survey.

Kathy Gallucci: Right now, the survey does not cover every employee at the university, and it had been approached as an "opt in" survey, which is not the best approach when you're talking about an engagement survey. Rebecca is leading an effort to pick our next survey tool. The hospital actually requires the survey for accreditation purposes, so we couldn't skip it this year. The employee engagement survey is incredibly important to Sarah Mangelsdorf.

Cathy Caiazza: We want to use this final few minutes to let Kathy run things by us, or get feedback on anything.

Kathy Gallucci: You've given me some feedback around new hire orientation, and I think that someone made a suggestion in the chat about how to connect new employees to more senior staff, and I love that idea. I would also like to hear other ideas that you might have for new employee orientation, from an organization standpoint or in your departments.

Kaitlin Legg: If we could be notified when new people start so we could reach out and introduce ourselves as the staff council. As a supervisor, I really like the 30, 60, and 90 day documents from HR. I've had a lot of success with an onboarding document that outlines not just the job description, but also expectations and goals.

Marc Seigfred: In IT we've set up a staff leadership group that takes on the onboarding role for our group particularly when it comes to non-job-related stuff. Things like departmental

culture, who to go to for various questions, etc. It often comes down to the manager of the new person coming on, so maybe reinforcing with managers that we have some consistent tools that we've seen a lot of success with when they're used.

Sherri Gunter: The required trainings in MyPath often take the new employee more time to complete than is available before the deadline, so employees may feel they have to put in overtime, and they may be told from their departments that they can't work overtime, which puts them in awkward position of putting in uncompensated time their first week on the job. Many managers don't even know what's covered in orientation.

Employee Engagement Survey Results

Rebecca Walters: We just finished up our employee engagement survey for most of the med center and central administration as well. We received the results in June, and have been disseminating the results across all of the areas. Over 20,000 were invited to take the survey, and about 13,000 responded. That's about a 64% response rate, and it was a little bit of a disappointment as in past years, we've had a 75% participation rate. Frankly, we have a large number of nurses who take the survey, and the feedback is that they were not able to step away because of the short staffing. 64% is a good percentage compared to other organizations in similar situations.

Rebecca showed a chart with an executive summary of the engagement survey from 2019 and 2022. Scores are out of 5. Organization domain score was 3.80 in 2022, and 3.96 in 2019. Manager domain score was 4.06 in 2022, and 4.08 in 2019. Employee domain score was 3.98 in 2022, and 4.06 in 2019. Engagement indicator score was 3.89 in 2022, and 4.13 in 2019.

Rebecca Walters: The organization domain score represents questions around pay and benefits, staffing, organizational support. The manager domain questions involve communication, trust, support, encouragement of teamwork from direct supervisors, managers, and other senior leadership. The employee domain questions are centered around how employees feel about their own work, as well as how the employee works with others on their team. Nationwide, there was a big dip in engagement overall in healthcare centers, and we had a slightly larger dip. We are working hard to find out why.

Rebecca Walters: Some of our successes include our employees are telling us they still have really strong relationships with their managers; that they have autonomy and their suggestions are seriously considered; and a demonstration of ICare values with patients, families, and customers. One area we need to focus on for improvement is that our employees don't feel the survey data will be used to make improvements. Other areas we need to focus on improving include perceptions of fair pay, ability to disconnect away from work, adequate staffing, and satisfaction with recognition.

Marc Seigfred (in chat): Do the results available related to the perception of low pay align with the actual pay rate? Do people feel underpaid but aren't actually underpaid compared to their peers/the market?

Rebecca Walters: It varies. There are some areas that we've done some major movement in the market on, and are still reporting that they feel underpaid, and there are some areas that we haven't gotten to yet that are reporting that they feel ok. We are working on market equity regardless of the way people are reporting they feel.

Marc Seigfred: This is an opportunity for the transparency Kathy talked about in publishing the pay ranges for positions to demystify some of that perception.

Rebecca Walters: Our remote workers are more engaged but are feeling much more of a burden on the decompression from work side of things. The overall engagement score for

hybrid and remote workers was very favorable. Our hybrid workers are the ones feeling the most engaged. Hybrid workers seem to be better able to decompress than our fully remote workers.

Rebecca Walters: We're seeing a lot of organizational issues, so we're working hard to provide our managers talking points regarding pay, staffing, recognition, and other things we're working on as an organization. We will do pulse surveys in 6-7 months. Those vary by unit, and help us to understand whether the action plans are effective.

Marc Seigfred: Were there any elements of the responses that were particularly concerning or surprising as it relates to areas that this Council could have some impact in either gathering feedback or providing recommendations. One thing that jumped out at me is that senior leadership felt the most engaged, what about everybody else?

Rebecca Walters: Senior leadership having the highest engagement is a result that doesn't vary from year to year. The biggest surprise that I had was the response to the question about feeling supported by the organization during the COVID crisis. It took me by surprise that we really did not hit the mark in a lot of the initiatives that we are doing. What was not surprising but still disheartening is our nurses and our public safety employees being so much lower in engagement. This is happening across the nation.

Theresa Danylak: I believe you said that one of the areas we didn't score well in was that people didn't believe the survey results were going to be used to improve things. One of the ways we might help that is sharing the results more publicly, is that being done? People get survey fatigue because they don't hear anything afterward and don't see anything change

Rebecca Walters: We run a story that shares the results, and we share the results in different forums, such as Town Halls to talk about the overall results with staff as opposed to just the leaders. We are open to any and all feedback about how to do that better. We are expanding this survey throughout the university next year, so I will be looking to this group a lot for feedback on the best ways to do that. We had a few extra areas that took the survey in 2019, and I got a few emails saying, 'I don't know why I got this email, it doesn't apply to me, it looks like a patient safety thing.'

Amanda Sharpe: There will be challenges depending on how the language is presented. To a certain extent it will be how it's packaged and presented to everybody. There are people who are interested because they feel like their voice isn't being heard.

Marc Seigfred: The primary thing is buy-in from the organization at all levels, that the results will mean something and will result in action or effort.

Jon Powers (in chat): I think that's something we've heard a lot from constituents - information that's supposed to get to staff via unit leaders flows inconsistently.

Lauren McKenna (in chat): I feel like this survey is much better than the engagement survey that our division does.

Michael Osadciw: Most of our employees work at the hospital, but as other employees go through this and keep coming across questions regarding patients, they may eventually think that the survey isn't for them. Maybe we should have some core questions, and then also include more unit specific things depending on who the survey is going to.

Cathy Caiazza: What other surveys would we be considering. I do think that seeing patient will chip away at our 'one university' effort.

Rebecca Walters: We are looking at several different survey options. One big thing is that

this is the first year we added our faculty, fellows, and residents to the survey. Press Ganey provides specific benchmarks for those groups from other institutions. Not all survey vendors have that capability.

Melinda Adelman (in chat): I think the language gets really tricky because there are so many different types of "client" relationships. Some people work entirely with other UR employees, some largely with the broader community, some with a mix. Is an advisor who works with students going to see their clients in the same way as a nurse who works with patients? The goals of academic and clinical work are so different.

Michael Osadciw (in chat): Will the new survey be centrally funded to make sure it can be mandatory for each unit?

Rebecca Walters: That is the plan, is to centrally fund it. Now that we're at over 20,000 participants, it's pretty nominal to add in more from a central focus.

Announcements and Housekeeping

Marc Seigfred motioned to approve the June meeting minutes. Bailey Nixon seconded the motion. The motion passes, the June meeting minutes are approved and will be posted.

Amanda Sharpe: We have a new part-time, fully remote, administrative employee who will be starting August 22, Brandi Bangle. She will help with scheduling, minutes, and all administrative aspects of the Council.

Cathy Caiazza: We are in discussions right now with some folks in a working group that Rebecca is leading to take a look at how we will fold in the school of medicine and dentistry and the school of nursing. We will likely add in 18 more seats for a total of 48 members.

Marc Seigfred: The election nomination period closed July 31, and we received 42 nominations for the open seats, so we're in the process of confirming that those candidates would like to run and are eligible to run. The election period will run from August 15-29. For the AuxUnion district, due to the timing of when some employees return to work, they will have an additional nomination period. They will also be distributed paper ballots for the election. This is consistent with what we've done in previous years.

Amanda Sharpe: In part of our planning for the transition, we have created a survey for everyone to complete (those who are staying and those who are leaving). The purpose of the survey is to gather information about your district (how are you communicating with your district, key themes in your district, key partners in your district, etc.). We ask you to complete the survey by August 19.

Wrap-Up

Good news:

Marc Seigfred: Baby girl #2 is due on January 12.

Recognition of those leaving/potentially leaving GSC:

Amanda Sharpe: We want to thank Melinda Adelman (AS&E), Rani Bhagwat (Central), Theresa Danylak (Warner), Sherri Gunter (AS&E), Dawn Marshall-Hosier (Aux Union), Lauren McKenna (Advancement & Alumni Relations), Mike Osadciw (Central), Katie Papas (Libraries), Alexander Pita (LLE), Anthony Siragusa (Aux Union), Keri Siragusa (Aux Union), Molly Snyder (University IT), Andrea Walter (Aux Union), Joe Williams, Jr. (Aux Union), and outgoing Co-Chair Cathy Caiazza. Cathy was an inaugural member of the Council and has served as Co-Chair for 3 years.