Mr. Harry Webne-Behrman opened the forum and welcomed everyone for attending. Intention of the forum is to provide information about the project, scope, timeline, values, and recommendations to go forward to develop a HR system that serves everyone. There are interpreters available, as well as captioning, and sign language. Tomorrow’s forum will be live streamed and available for capture to be downloaded. Feedback forms have been distributed asking what is important to the employee. All are invited to turn these feedback forms in before they leave today or send them to Harry Webne-Behrman. There are also index cards available to write questions on and present to the forum leaders. They are trying to answer all questions in a meaningful manner, but all those present are asked to listen to each other.

Bob Lavina: This project is an opportunity to recreate our personnel system but also a challenge. Legislature has allowed us to put our own system into place by July 2013, We need the support, engagement, and commitment of the entire campus to put a system in place.

OVERVIEW

• **Vision:** The HR Design project is a campus-wide effort to build through thoughtful design, a more efficient and effective University Wisconsin-Madison human resources system to best serve the needs of the University, its employees, and the citizens of WI.

• **Thoughtful Design:** Each HR process should be supporting the other HR processes. Each process rule adds value and can be accomplished in a timely way, Efficiency, Flexibility and responsiveness, alignment, consistency, transparency.

• **Workforce and Community of the 21 Century:** Diversity, Engagement, Right, Talent, and Fit. Not just attracting and hiring the best talent, but bringing in talent that will fit into our culture. Adaptability. We want an adaptable workforce for the long run.

• **University Mission and Vision:** Must link to the vision of the university.

In addition to the flexibility of University Wisconsin-Madison, the other campuses have also been granted the permission to develop a system that will work with their campus. There will be a strong link throughout all universities to make sure activities are linked and also looking at statutory changes throughout the system, and we will be meeting with members of the legislature.

There are 11 work teams with about 130 University Wisconsin-Madison employees involved in these work teams. Support teams are made up of Communication, change management/training team, collaboration, as well as HURON Consulting, and we will be bringing in people from the outside to work with also. Still want to maintain a strong relationship with SER. Will still be with ETF for health benefits, retirement,
Creating an Integrated System to Attract, Retain, Develop, and Advance Talent.
• University Strategic Goals
• Guiding Principles
• Project Vision
• Project Parameters
• Stakeholder input.

Work Teams:
• Employee Development2
• Performance management 2
• Workplace Flexibility2
• Employee Categories
• Titles
• Competencies
• Benefits
• Compensation
• Diverse Workforce
• Recruitment and Assessment.

One of the teams is working on a new compensation system, but the HR Design will not fund any new system, We are working hard to maintain relationship with labor organization.

Project Complexity
• Potentially affect every employee of University Wisconsin-Madison
• Internal and external stakeholder groups
• Potentially results in changes to every phase of recruitment.

The work teams are developing work products for project team review, The 7 work teams that started in December will be presenting their recommendations in April, the other 4 work teams will be presenting their recommendations later.

PROJECT PARAMETERS
• Employee category of faculty will remain – no impact on faculty governance right or tenure
• Employee category of academic staff will remain – no impact on staff governance rights.
• Employees currently subject to due process, including classified and just-value protections will retain them.
• Student employee categories are within the scope.
• University Wisconsin-Madison will still participate in WRS state health insurance. ASLCC/SHICC (sick leave conversion) and income continuation programs.
• Individual base pay will not decrease in this program.
• New HR system will facilitate achievement of workforce diversity at all levels.
• Diversity will be a primary factor when determine viability of HR design project recommendations in all teams.
• HR design project not a staffing adjustment or education in force, the project teams will not recommend organization changes or layoffs.
• Policies and processes governing layoffs will be considered.
• New HR System will provide the flexibility to compensate employees based on need for the university, market, performance, equity, and cost of living.
• Structure will not provide increases in compensation, merely the HR tools to do so.
• Change to budgeting or funding outside scope of project, but will be addressed by other efforts of the university.

Work teams will focus on priorities, structure, and policies to provide recommendations for the direction of the new HR system.

• Some issues with teams are addressing.

Employee Categories – Current employee categories create a sense of hierarchy – considering ways to reduce a perceive caste system while recognizing different roles. Functional job families may be 1 way to deemphasize employee category since they would cross over employee categories.
Title – There are approximately 1600 titles used in the campus, the team is looking at ways of decrease this.
Compensation – Looking at ways to adjust salary for performance, equity, retention, duties, market shifts.
Competencies: Incorporates both skills an mindset and considers contribution to both organizational and employee success
Benefits: Employee equity, one calendar.
Recruitment and Assessment – Capturing the right information on a job description and a transfer mechanism.
Diversity: Integral to all of the teams and will be incorporated into the assessment of every recommendation.

The slide show for today’s forum will be posted on the website.

Questions answered by Harry Webne-Behrrman, Steve Lund, Mark Walters, and Bob Lavina

Q: Concerned about the right talent and fit category. What ways will you address the challenge of fit.
A: There is not a work group for this, it is a goal. Define fit as someone who is committed to our mission and can operate effectively in our culture. University Wisconsin-Madison is a complex place and does have a distinctive culture. One reason diversity team was given a broad portfolio is to make sure each team is addressing diversity to attain and retain a great workforce. We cannot define fit in a way that is operational but want to make sure each team addresses diversity to make sure no one puts anything in place that is exclusive.

Q: If a work unit decreases the number of people in a title, what opportunity will there be for those who no longer have jobs to get a job with the same title on campus?
A: Work teams are still working on downsizing. Currently we have a couple ways of downsizing issues. Performance management is looking at that, what happens when this happens, what rights to the employees get. Nothing has come forward yet as far as recommendations,

Q: Curious about the retirement annuitant status, are they part of the conversation?
A: They are not included in any teams, specifically, but some teams have retired annuitants on their teams.
Q: Concern is that we should not have so many retired annuitants and taking away jobs from new generation.
A: We will address this with recruitment and assessment.

Q: What happens to the new HR design project when collective bargaining is restored?
A: We are sensitive to that with possible changes in the future. We are trying to not hinder that ability if it comes along the road, but we are not designing the project of what may happen in the future. There are still
bargaining units, they are only able to collectively bargain wages if certified. We do not want to do anything with our design to affect collective bargaining in the future if it does return.

Q: Are the trades involved?
A: As far as work teams, there are not any trade employees on the work teams but they are reaching out to those employees to get input as far as the HR design. There has been talk to have a special focus group for trades.

Q: How would we notify these people, they don’t have computers, or a desk?
A: We have a lot of employees that do not use email and have desks. Throughout the project we have been getting out hard copies to employees, utilizing bulletin boards to make sure everyone in the campus community is advised. They are making sure there will be a focus group and engaging second and third shifts. It is a challenge communicating with everyone, but everyone having a genuine input is important, Any advice on how to communicate more fully and completely to those without computer access is appreciated.

Barb Lanser: Trade and craft employees has come up in the benefits team meetings.

Q: If there are some thing that UW wants to keep and the governor wants to remove, how will you negotiate with the governor?
A: Negotiating with the governor may not be the right approach. If a piece of legislation is enacted and applies to University Wisconsin-Madison, we will have to go along with the legislation. We will try to influence the legislation in a legal an ethical way, but the HR design is not within our scope to negotiate with the governor. As of last week, there is not going to be any change to the WI retirement system or sick conversion, but we will still be subject to state law.

Q: A member of the Workplace Flexibility team is not able to review the minutes of other teams, how can you say this is open and transparent.
A: Regarding open and transparency, the executive summary of each work team is posted online. As far as notes, they wanted to ensure the teams could gel as a team and come up with notes as a team and not publicize everything they are discussing only share what they provide. They want the work teams to have a space to speak about issues without publishing everything. When the teams come forward with their recommendations, those will be published on the web. There will be future forums on what is being discussed. As far as consistency across the campus, is what they are trying to accomplish. Today, there are issues where there is not consistency across campus, this is predicated on professional development and training to make sure everyone is trained in this which will lend to consistency.

Employee Development: we do not need legislation to help us develop employee capabilities and supervisors. The HR design project is not a magic bullet to make sure everyone behaves like they should, the larger issue is going to require training, awareness, and tools; this project will shed light on these areas.

Team leads meet on a weekly basis and have been encouraged to contact other teams. In 2 weeks, the ideas that are coming out will be presented to the campus.

Q: Employee categories: Why do academic staff receive same pay increases as faculty?
A: For many years, academic staff and faculty annual pay amounts have been the same. There has been talk in years that maybe they should be different. Ultimately, the legislature has made them the same. We do not know if they will be the same in the future.
Q: Concern about position always being the same with opportunity for advancement.
A: There is a concern about being stuck with no advancement; it is very important and being discussed.

Q: Methodology used to gather data across campus.
A: One of the resource teams is collaboration team, and they are concerned that they reach out to the entire university. Having as many different modes of communication is important to them, they are trying to find as many different modes of input as possible. There are weekly survey questions, web chats, there will be focus conversations and surveys, and they will be creating some opportunities for feedback during the day and night.

Q: Will I have to compete with employees across campus for vacation, sick leave, etc?
A: The job families have come up with many work teams, identifying jobs that have a likeness, i.e. research, IT. We are really looking at consistency within these areas. Research job families – various job families get placed in this family. It does not mean those titles will have different benefits attached to them. The teams are looking at consistency for vacation, sick leave, a more consistent way regarding employee benefits.

Q: If an employee is in a small group and is put into a large family, do they have to compete with them as to when she can take vacation, will she be competing with this large group?
A: We don’t anticipate that changing, the operational need will determine vacation schedule. Everyone is in a different work unit and coverage would have to be looked at in that work unit for vacation.

Q: Identified 07/01/2013 as implementation, will changes be made before that?
A: We do not know if things will be implemented before 07/01, it would depend on the recommendations and how the approval process goes. There would be some advantages to implement before 07/01, would have to check the statutes.

Q: Who are the final decision makers on what the process will look like?
A: The executive sponsors, i.e. provost, chancellor, legislature, board of regents, etc. Will begin conversations with employee relations, meeting with board of regents in a couple weeks to inform them what we are working on. The work teams will need to develop their recommendations first. The spring deadline is a self-imposed deadline so we can begin to have some discussion both internally and externally.

Q: Is faculty engaged in the process, how?
A: Advisory committee and work teams include faculty representation. They have tried to get faculty members on each work team but have not been successful. Faculty and academic staff have statutory rights in the operation of the university. We are meeting with faculty and academic staff and governance continuously but thee will may not be a product to bring to them until next semester.

Q: Faculty principle investigators supervisor a large percentage of academic staff, they need to be engaged.
A: Harry agrees that they need to have an outcome in the process, faculty titles will not be affected by this project, but their input is important, so Harry has asked that everyone try to get the faculty involved in the teams.

Q: Has legislature identified that they would agree with our changes or would funding be an aspect of the change.
A: As far as statues, there have been some things identified. The language is in the bill to create the flexibility for the personnel system, although vague. We need to create statues in a variety of areas, yet to be determined. We will need to cover employees covered by chapter 230. The statutes have some minor
aspect favoring unclassified, we have to move those provisions to chapter 36 which covers unclassified. We need to see what we need to recreate in chapter 36 statutorily which was in chap 230, a merit system, just cause standards. As far as nailing down the exact statutory changes that need to occur; we still are looking at that. There have not been any parameters that need to be done. The bill that provides us this flexibility did not have a lot of detail to it. There has not been any funding attached to this change, and he does not anticipate any funding. Compensation is looking at how to go forward with getting the funding for the future.

Harry thanked everyone for attending and for their comments.

<table>
<thead>
<tr>
<th>Dynamic Conversation Points</th>
<th>Support?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questions:</strong> questions related to either the scope or content of the project</td>
<td></td>
</tr>
<tr>
<td><strong>Data:</strong> needs for supporting information, including data analysis, research, and benchmarking</td>
<td></td>
</tr>
<tr>
<td><strong>Solutions:</strong> potential solutions or options which emerge over the course of the conversation</td>
<td></td>
</tr>
<tr>
<td><strong>Concerns:</strong> issues regarding both the process and its outputs, or issues to be addressed by the project</td>
<td></td>
</tr>
</tbody>
</table>

*Please add rows as needed. Please place an “X” in the last column if the item requires support/input from outside the work team or if it needs to be communicated to another work team. All items requiring support will be captured in a central repository.*

**Team Follow-Ups**

*Include any tasks or activities to be completed by the team or one of its members.*

**Materials or Documents Distributed**

*Please list files or documents shared during the meeting.*