Executive Summary

Notes

Harry Webne-Behrman, Office of Human Resource and Development, 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, web streaming, and sign language. It is our intention for all voices to be heard. 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. Questions that are not answered here will be posted on the website. This is the beginning of community conversations, an opportunity to express concerns, things you hope will arise, and to listen to each other. We encourage everyone to continue to speak with each other and bring up concerns.

Vice Chancellor Darrell Bazzell

The opportunity to develop a HR system is a tremendous opportunity. We need to make sure we get it right, it is more efficient, and will serve the university and its employees for years to come. We want to make sure the system provides the best opportunity to attract the best and brightest to develop, train, and reward them. We need to ensure we understand what the new design will and will not do. No one will experience loss in pay. We can design a system that makes sense and creates the right opportunities, but designing the system does not fund it. As we embark to develop a system for University of Wisconsin-Madison, it is also being done through the UW system. Board of Regents support and legislation will be important to us. There will be statutory language changes and a bill will need to pass in order to implement the system. Anticipating any design will give the opportunity for merit pay. Also, in our creation we need to make sure employee rights are protected. Chapter 230 of statutes will no longer affect us, but we will need to move to Chapter 36. The WRS System will still be part of state retirement and health care systems. As we complete our design work, we will add to that. We will have the opportunity to speak with the board of regents next week. Vice Chancellor Darrell Bazzell thanked the audience for sharing their thoughts and the work teams for their work and time in the design.

Bob Lavina – Thank everyone in attendance for making the commitment to engage in this conversation. It is a great opportunity and challenge for us to implement an HR system for our university.
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 21st 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. **Adapability** – We want to create an HR Systems that is adaptable, but we want our workforce to be adaptable as well.
- **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.

Create an Integrated System to Attract, Retain, Develop, and Advance Talent.

- **University Strategic Goals**
- **Guiding Principles**
- **Project Vision**
- **Project Parameters**
- **Stakeholder input**

**Work Teams:**

- Employee Development
- Performance management
- Workplace Flexibility
- Employee Categories
- Titles
- Competencies
- Benefits
- Compensation
- Diverse Workforce
- Recruitment and Assessment.

**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 first 7 teams are on the verge of developing their recommendations for a concept which will go through many steps for review. The other 4 work teams will be presenting their recommendations later.

We are also bringing in technical experts in some difficult aspects so we can look at what is going on outside the university. We are looking at 12 peer universities of what they learned undergoing a similar project so we can understand the best practices in institutions as well as other factors.

We have been working for over a year now to develop guiding principles to be sure our HR Systems is transparent. We need to make sure the recommendations of the 11 teams are aligned and integrated. Our goal is to create a more comparable compensation system but we will need to speak to budgeting regarding funding this system, as we are in an era of constrained resources. Important we continue to maintain strong relations with our labor groups. Workforce analytics – put in place metrics so we know the extent we are achieving our vision over time. Employee lifecycle is how the 11 work teams have been identified what we do to recruit develop, evaluate, coach, counsel, to retirement.

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.

Subjects being addressed by work teams:
**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 one way to deemphasize employee category since they would cross over employee categories.

**Titling** – There are approximately 1600 titles used in the campus, the team is looking at ways of decrease this. Clearly define manager title. Functional job families could simplify titles Classified exempt titles and academic staff titles could be aligned. Academic staff titles could be simplified to show more consistent roles and levels.

**Compensation** – Looking at ways to adjust salary for performance, equity, retention, duties, market shifts. Equity is a drive and a result of good design.

**Competencies:** Incorporates both skills an mindset and considers contribution to both organizational and employee success. Develop and advance employees based on competencies.

**Benefits:** Promote equity. Shift to 1 calendar.

**Recruitment and Assessment** – Capturing the right information on a job description. Internal transfer mechanism can facilitate recruitment, but they need to be balanced with the need to promote a diverse applicant pool.

**Diversity:** Integral to all of the teams and will be incorporated into the assessment of every recommendation.

**Adaptability** – We want to create an HR Systems that is adaptable, but we want our workforce to be adaptable as well.

**Project structure** - Want to engage the entire university

**Trade occupations** – putting together a focus group for them.

This vision will be used as a benchmark as we develop recommendations what this new HR Systems will look like.

Employee lifecycle - Attract, retain, develop, advance. Transition – each team is looking at the entire employee lifecycle

Work teams are looking at the current issues in the university and what we want in the future. We want to make sure the teams are hearing from each of you.

**QUESTION AND ANSWER**

**Q:** Promotion should be given without competition outside of the UW system. Overtime benefit was just removed.

**A:** Compensation team will be looking at everything regarding compensation as far as overtime with the new compensation plan; it was different with the Fair Labors Act, but this will be reviewed thoroughly. This question has come up previously. It will have to be addressed as we go forward

**Q:** Who has the major control of which way our pension plan will go?
A: This is in the state statutes. We will try to influence changes to meet our employees, but we do not have any vote in it.

Q: Representative ________ is not in favor of the UW System. The strategy is to meet with them early and often.

Q: Is it possible to provide parking or provide a discount?
A: It is an issue for employees who do not make as much as others. Benefits team and compensation have identified this and need to figure out possible strategies.

Q: Some employees are at lower end of pay scale, will we be able to adjust salary to meet needs?
A: We will be able to do that with the compensation structure. We do not have funding, but we will need to identify funding so we can increase wages to compensate for what we think the pay should be. We can commit today that we will pass the questions on to the work teams, but we cannot report what work teams have decided at this time.

In 2 weeks we will be able to report emerging ideas from the work teams at that time. Our next forums are scheduled for March 13 at Union South and March 15 at a place yet to be determined.

Q: In research, there are not many incentives to stay in the same position or with the same team. How do you reward employees to retain them in that area?
A: Compensation team has been looking at that extensively with performance-based pay as well as titling team with progression to provide more flexibility to employees who are doing a good job. Right now we have a personnel system that have many pieces put together that do not fit together well. We want a personnel structure that is cohesive. Employee development is also addressing this.

Q: Why aren't trades represented on teams?
A: We tried to put teams together with subject matter, governance, employees. Each work team is made up of approximately 10 individuals. Meetings, forums, focus groups share their ideas. Through that, hopefully, we will be able to get everyone's idea, we just could not include everyone one on a work team.

Q: There is no representation of color or women today.
A: Bob Lavina was asked to lead the project. Mark and Steve lead academic and classified personnel; it seemed a natural for them to lead the project. Diversity is a very specific goal.

Q: How people are promoted on campus. Many of us work in small departments and have a lot of complexity. Would the new system have a way of recognizing competence in several areas?
A: These are areas discussed with work teams; the process evolved with the state government over classification structure. We do not have control over that. The state has been in a crisis over the last year. With the design system, we will have compensation flexibility. This is a chance for us to create compensation tools and not be stuck with what we have had for the last several years. The compensation team should be coming forth with strategies

Q: Faculty has had minimal involvement in this process and potential to block things. Will there be any change in faculty/academic sick leave?
A: There are faculty serving on one-half the teams. It has been a challenge. Some of the faculty expressed interest but did not feel they could devote the time to the teams. We are not doing this without faculty involvement. The vast majority of the faculty is not as interested as other employees. Faculty can be affected by compensation, benefits, and yes sick leave can be affected. We would like as much consistency as possible.
Benefits is looking at this. The advisory committee also has faculty represented. If you work with faculty, the more they understand they have impact, they may get engaged.

Q: What is going to happen July 2013.
A: We need approval of the joint committee on employee relations. We will still be subject to state statues even though we will have our own HR System operating under a separate set of rule. If the legislature passes rules after July 1, we would still be subjected to those legislations.

Q. Chapter 230 to Chapter 36
A: Chapter 36 covers the university. Certain statutory changes have to occur in order to implement the new personnel system. Based on what is coming forward and what is approved, there will be things identified. There will be the ability to provide feedback and input. The legislation mentions the new HR Systems needs to be a civil service system which requires just cause and due process as well as a merit-based system. We will need to identify the various things that will reside in statute and Board of Regents policy.

Q: Seniority – Where do you see seniority going and will it matter?
A: That is an issue that was put forward by the Badger Working Group that work teams should be looking at – it is there a direction they should be going based on a seniority-drive concept. When we get to July 2013, the seniority issue will be addressed. We do not know at this time which direction the work teams are going.

Q: What makes this different than other universities where change has taken place?
A: Many universities have put in place changes to various aspects of their HR Systems, but the University of Virginia has undertaken something as big as what we are undergoing. We have discussed with them the lessons they learned through the process. Another similarity is that the University of Virginia is another premier university in the country as is University of Wisconsin-Madison. Many university have made changes to classification and compensation system. We are first speaking with the HR personnel at the university because we are asking them to give us a lot of their time. Mark spoke with Ohio today alone for 2 hours. We are speaking with 12 universities starting with the HR personnel to get the benchmark information and passing this information on to the work teams.

Q: How are they measuring success and results?
A: We may want to reach outside of HR eventually, but we are getting a general sense from HR first for the results.

Q: Would the university consider as part of merit allowing people to take classes in the field they work?
A: It would be considered more of employee development process – what do you need to advance in your career. Benefits, workplace flexibility, and Employee Development are looking at this. Employee Development is really important to the university. Do not know if that will be an outcome, but they are looking at it.

Employee development – it is important to understand there are a lot of things we can do now without a new HR System and without legislation which is employee development. We do not need a new system for a supervisor to work with an employee to look at goals and help an employee achieve those goals. There are a lot of things that can be done now.

Q: Not all schools are created equal – what can be done to improve the weakness?
A: We have been asked and given the opportunity to do everything we could do instead of asking us to look at some things to do better. Try to build more accountability– make sure things are done correctly and appropriately. In some areas people are not held accountable.

Q: Climate of academic versus classified
A: That issue comes up a lot. In many ways the current structure contributes to the climate. Develop a cohesive personnel structure, possibly get away from the terms classified and unclassified.

The remaining questions will have answers posted on website

*Harry Webne-Behrman* thanked everyone participating and to continue to participate to have full input.