

Staff Advisory Committee Meeting

April 1, 2008

11:30am – 1:30pm – Dining Rooms 8&9

Present: Doreen Burgers, Ruth Crane, Ron Dunleavy, Pam DeSimone, Heather Dominey, Jeff Fitton, Deborah Healey, Walter Hunter, Angel Hilliard, Karen Leonard (Chair), Nancy Magers, Lori Maguire, Maritza Marti, Beth Murphy, Chris O'Neil, Sarah Peri, Joe Sarno, Lisa Sheehan, Lea Snyder, Alfred Tente, Steve Tompkins, Amy Umstadter

Absent: Courtney Wuethrich, Kristen Soule

Announcements

Karen showed SAC members slides from Geoff Green's very successful organ concert in Sayles Hall; approximately 120 people attended.

Karen also informed SAC members that SAC has a campus mailbox at the Mailroom and the address is Box 1955. The mailbox will eventually be moved to J. Walter Wilson.

Karen passed around a thank you note from CrossRoads Rhode Island thanking members of the Brown community for their generous donations at the Holiday Bazaar. She also passed out copies of an *East Side Monthly* article regarding the upcoming Rebuilding Together project with School One.

Karen reminded everyone that Bert Gordon will present at 4/15 meeting.

Karen asked for motion to pass the minutes from the 3/18 meeting; Nancy made the motion to pass the minutes, and it was seconded by Lori.

Subcommittee Reports

Pam DeSimone – Staff Participation Subcommittee

There was no report from SPS.

Jeff Fitton – Events Subcommittee

Jeff reported on SAC's Sounds of Spring Concert which featured Geoff Green playing the Hutchings-Votey organ in Sayles Hall. There were approximately 120 in attendance. He also reported that a misunderstanding led to the absence of a Morning Mail reminder on the day of the concert.

Rebuilding Together will be held on April 26th and Jeff will send the first Morning Mail announcement soon. The Events Subcommittee visited the School One site and will also meet with Jane, the director of Rebuilding Together Providence. Jeff will forward Rebuilding Together information to Lea Snyder to add to SAC's website. Jeff asked SAC members about removing the ½ day shift option during Rebuilding Together. Members felt that keeping the ½ day shift would maximize participation for those volunteers who can't commit to a full day of work. Jeff also mentioned that the organizers of Rebuilding Together are encouraging Brown volunteers to attend the post party at the RI Community Food Bank. He also mentioned that volunteer participation has been limited in the past for 2 reasons: lunch costs for Brown volunteers and restrictions at the site itself (space, materials, tools, etc). A suggestion was made to contact the East Side Market and/or Whole Foods to see if they would donate lunch.

Jeff mentioned that SAC participated in the Undergraduate Council of Students' Worker Appreciation Day last year; however, Karen has not been able to connect with UCS. Ruth Crane mentioned the *Frozen in Grand Central Station* project in New York and suggested that SAC members could do a similar event on the Green. She will forward the video clip to all for a preview.

Steve Tompkins – Outreach & Communications Subcommittee

O&C is working on a list of SAC taglines for email signatures and will present them to SAC soon. Lea is also doing a lot of work on SAC's webpages, including redesigning the events portion of the webpage to make it more accessible to users. The O&C subcommittee had a very helpful session with Heather Emerick of CLPD to help define O&C's mission statement.

Staff Concerns

A staff concern was brought up regarding Altus Benefit Administrators, the carrier Brown uses to handle medical reimbursement claims under the Flexible Spending Account program. It was brought up that Altus has given inconsistent information regarding allowable reimbursements, particularly regarding dental/periodontal care, daily supplements, etc. These types of expenses were covered in the past. Altus has a list of allowable expenses published on their website, but it is not inclusive. Joe Sarno will check with Director of Benefits, Drew Murphy, and report back to the group at the next meeting.

Guest Presenter: Betsy Warner, Director of Compensation & Organizational Services

Karen introduced Betsy and Jen McIntyre from HR's Compensation & Organizational Services Office. Betsy's overview of her area included information on how jobs and salaries are reviewed, the job audit procedure and Hay system, and the organizational review process.

Q: Are organizational reviews scheduled in advance or can they be done at a department director or chair's request?

A: Compensation does 3-4 large organizational reviews each year and requests may come from a variety of sources (department, senior officers). Organizational reviews give Compensation the opportunity to understand the work of the University.

Q: What triggers a job audit?

A: Job audits are based on a business need. The University uses the Hay System to evaluate Brown's 2500 jobs. Used nationwide, the Hay System is a consistent and objective framework to evaluate jobs according to know-how, problem solving, and accountability. Once a job is reviewed and given points, it is put in a salary range. In order for a job audit to occur, 20% of the job should have changed requiring higher level skills. Betsy also mentioned that Compensation Services participates in numerous salary surveys throughout the year and carefully reviews market data to determine what a job is worth.

Q: Do job audits typically occur after a department has undergone an organizational review?

A: There is much work to accomplish after an organizational review has been completed. Compensation Services often helps departments write new job descriptions and design professional development plans for staff members.

Q: Oftentimes, Brown staff, who apply for jobs within Brown, never hear back from HR regarding the job status.

A: Betsy will follow-up with employment on this issue. Betsy commented on plans to enhance resources for internal applicants. . On Staff Development Day there will be a career development track providing just this type of information. While still in the planning stages, we envision having a panel of people who've progressed in their jobs while at Brown. We are also hoping to have a career fair to get people to think about moving to other departments within Brown. Betsy also mentioned that jobs are so varied at the University- which is like a small city - that it may be difficult to move from one department to another.

Q: There is a misconception around Brown that staff shouldn't bother to apply for lateral jobs.

A: There are many reasons for seeking a lateral move, i.e., skill development; work-life balance, etc. A staff member could conceivably get an increase with a lateral move to another department. The same review process is used for lateral transfers where HR reviews the skills that the internal applicant would bring to the position.

Q: MDP info on compensation could be more widely disseminated - what about staff who aren't comfortable talking to their managers about compensation issues?

A: Betsy suggested offering a Brown Bag Lunch information session for everyone and Walter agreed.

Q: Brown should consider total comp communication

A: HR needs to do a better job of communicating total compensation information to all staff. When we have the new HR system, it will be easier to do this. Ibrahim and Jen are currently working on a total compensation piece for HR. Consider a check-off website so staff may calculate their total compensation based on the benefits they receive.

Q: When internal candidates are offered jobs at Brown, oftentimes they are not offered the same amount as a person from the outside.

A: T Compensation looks at what the person should be making in that particular job based on the skill sets they bring to the position. An automatic 10% increase is no longer a guideline for promotions. This objective criterion is applied to determine the salary offer regardless if the candidate is internal or external.

Q: Is there a chain of command for evaluating jobs?

A: J New positions are typically reviewed by Compensation. Replacement positions are typically evaluated by the HR Generalists, who work with Compensation to determine the appropriate salary range.

Q: There is a question on the self evaluation form regarding future career goals. This question does not apply to all staff because some staff's skill sets are so unique.

A: This question has to do with succession planning and is used as a way to help your staff develop by asking where they want to be in the future. Betsy suggested not using form and just talking about accomplishments, obstacles, and goals for particular groups of employees. Another SAC member suggested including the phrase "if appropriate" in that question. There was another suggestion to include other activities outside of their job so that managers know what staff members are interested in doing.

Q: Is merit-pay consistent across all departments at Brown?

A: Compensation Services reviews all performance and equity increases to ensure consistency and accuracy. All their materials are on the website

Q: Any suggestions for motivating union personnel?

A: Walter recommended contacting Steve Maiorisi in Facilities Management. He is a good resource for proven strategies that work with union staff. Also attending the Power of Recognition training offered by Angel is recommended.

Q: How do departments allocate % for merit increases?

A: This year's merit pool is 3.5% and departments have the flexibility to reward within the performance guidelines. Betsy cautioned that those who have been rated as proficient are not created equal. The decision is up to the department as to how they allocate increases.

Q: Why was the 5-point proficiency scale on the performance evaluation form changed to a 4-point scale?

A: Betsy mentioned that anytime you are changing a performance review form, it is also an opportunity for you to change the rating scale to avoid giving the same ratings over and over again. There was a lengthy discussion among SAC members regarding giving and receiving effective feedback and communicating effectively.

Betsy suggested emailing her with suggestions or recommendations for Compensation & Organizational Services to consider.

Advisor's Report - Walter Hunter

Walter is prioritizing potential risks that the University may face in the future. He has looked at 139 possible risks to determine their probability and severity of their respective impacts. He will report this initial list of prioritized risks to the Audit Committee of the Corporation in May.

The meeting adjourned at 1:20pm.