



# THE UNIVERSITY of TEXAS SYSTEM

*Nine Universities. Six Health Institutions. Unlimited Possibilities.*

## **EMPLOYEE ADVISORY COUNCIL**

APPROVED MINUTES October 10-11, 2012

THE UNIVERSITY OF TEXAS ARLINGTON

**MEMBERS PRESENT:** Philip Abraham, Tara Andrews, Tammy Angerer, Paula Austell, Paula Austin, Yolande Caddell, Ruben Chavira, Will Choyce, W. Dennie Clemons, Pamela Cole (alternate UT System) Gary Cook, Howard Daudistel, Gerald Cleveland, Erika Frahm, Valerie Gamez, Olga Garcia, Ronnie Garcia, Joseph Gregory, Aris Obar, Gilbert Perez, Joleen Reynolds, Shawna Ridley, JoAnn Rios, Jennifer Skinner, Eric Solberg, Wendy Spencer, Douglas Stark, Laurie Thompson, Venetta Williams, and Marsha Zimmerman

**MEMBERS ABSENT:** Gloria Carpenter, Rochelle Pena and Doc Weathers

**GUESTS PRESENT:** Sarah Pekar and Dan Stewart

### **Council Business**

The next EAC meeting will be March 6<sup>th</sup>-8<sup>th</sup> (Wednesday 3/6 travel day) hosted by UT San Antonio. Further information will be announced as soon as possible.

The Board of Regents presentation by the EAC is scheduled for November 15th.

### **Wednesday, October 10, 2012**

#### **New Member Orientation**

New Members Present: Pamela Cole - UT system, Paula Austin - UTHSC Tyler, Howard Daudistel - UTEP, Erika Frahm - UT Austin, and Will Choyce - UT Arlington

Officers Present: Dennie Clemons - Chair, Shawna Ridley - Vice Chair, Joleen Reynolds - Secretary, and Olga Garcia - Historian

The meeting was called to order by Chairman Clemons. New members were welcomed and officers introduced. An overview of the EAC was shared: Why the EAC exists; what it means to be a member; the history; how we function; travel regulations; and EAC significant topics.

#### **General Session - Called to order at 9:00am**

Given it was the first meeting of the year, each member was asked to introduce themselves and share a little about where they work, how long they have been an employee and how they become involved in the EAC. This effectively created a bond between all members.

### **Maverick Welcome - Sharon Perry**

Ms. Perry is the Director of Special Events and she expressed how very proud she is to work for UT Arlington. She shared how the campus was originally a commuter campus but was transformed to a residential, traditional campus with a focus to create an inviting campus for students, most everything they need is within walking distance. A twenty acre development is in the works for a new arena with 7,000 seats and plenty of parking. As a community service, on the weekends, the university shares parking facilities, at no cost, with churches in the area.

### **Approval of Minutes – July 2012**

A few minor corrections requested. A motion to approve July minutes as amended was made by Venetta Williams and second by Doug Stark. All in favor, July minutes approved with changes.

### **Ad Hoc Committee Discussion**

Committee 2012 Year End Reports & Review of Items for 2013

**Wellness Committee:** Shawna Ridley – Committee provides support and promotes the wellness of others in the UT system. Shawna and Gerald participated in monthly UT System conference calls with Rolando Roman and wellness coordinators from each university. On the first Wednesday of the month, Mr. Roman sends new wellness information to the coordinators for sharing with their university. Efforts will continue to bring awareness of ambassadors at each campus. Two initiatives in progress are a wellness dashboard and improved communications with each university wellness committee. Work will continue on creating the dashboard which indicates risk factors for employees at different campuses, specific to each campus. Modifiable health risks will be featured along with the cost associated and the employee participation rate. Efforts will continue to assist campuses who need help in development of a functional and active Wellness Committee that will be proactively involved in wellness.

**Policy & Procedure Committee:** Venetta Williams – Tobacco Free Campus, Social Media and Parking were reviewed. There are no pending issues.

**Recruitment & Retention Committee:** Yolande Caddell – Each HR was surveyed on practices for mentoring, diversity and employee recognition. Recommendations were: Encourage leadership mentoring using UT Dallas as a model; Review matrix at UT M.D. Anderson as a model for diversity; and Incentivize employees and retirees before they transfer for higher salaries. There will be additional research needed for responses received from the last survey.

**Work Life Committee:** Marsha Zimmerman – Some universities do not have significant reward and recognition programs. UT MD Anderson is a good model for them. For retention and recruitment, a Total Compensation Package is suggested to show the benefit of being a UT System employee.

**Campus Savings Initiatives:** Eric Solberg – In 2011 an inventory was developed of cost savings initiatives at each campus. The compiled list is available on the EAC website entitled “FY 2011 Cost Reduction Responses from UT System Institutions”. In 2012 focus was for UT System to develop a culture of cost savings to be preventive, not reactive. There is much pressure to become more efficient at each university. Moving forward, we ask how can staff be involved and how will staff be impacted? What do shared services mean for employees?

### **Review of New Issues - Election for 2013 Topics:**

- Retiree Programs and Perks (Submitted by Doc Weathers, UT System) – Review of things offered specifically to retirees at each university over and above what is offered by the UT System. Compare and showcase model universities.
  - All in favor and topic assigned to Recruitment & Retention Committee.
- Council and Committee Listing (Submitted by Doc Weathers, UT System) – Employees need to know which committees, councils and boards represent them. An online centralized repository would be helpful or it can be communicated to the employees at least twice a year. There should be a description of its function and how to contact members for assistance.
  - All in favor and topic assigned to Recruitment & Retention Committee.
- Employee Recognition (Submitted by Tara Andrews, UT Southwestern Medical Center) – How do universities recognize employees with current budget constraints. Sarah Pekar has been collecting examples from EAC members of ways their university recognizes employees. All information submitted will be placed online to showcase model recognition methods.
  - No committee assignment necessary at this time.
- ADA Policy (Submitted by Dennie Clemons, UT HSC Houston) – The policy requires employers to wait for employees to request accommodations necessary to perform his/her work. This may cause concern for the employee, thinking it may affect their job. Can preparations begin at the time of hire so employees are productive their first day on the job?
  - All in favor and topic assigned to Policy & Procedure Committee.
- Sick Leave Buy Back (Submitted by Dennie Clemons, UT HSC Houston) – Recommendation to allow employees with an accumulation of SL to be compensated (monetarily or time off) for a percentage of cumulated SL as a means of rewarding good attendance.
  - There are Legislative regulations that prohibit this action. No committee assignment.
- Career Succession Planning (Submitted by Joseph Gregory) – Employees have been known to transfer to different campus as a result of reaching the maximum salary for their title. Succession would benefit employee and employer.
  - All in favor and topic assigned to Recruitment and Retention Committee.
- Definition of Classified Staff (Submitted by Dennie Clemons, UT HSC Houston) – What qualifies an employee as a “classified staff?” How do the definitions compare across UT System campuses? At UTHSCH the policy states what a classified staff *is not* (e.g. not faculty) but doesn’t definitively state who falls into this category.
  - All in favor and topic assigned to the Policy & Procedure Committee.

### **Committee Ranking and Member Ratification of Committees**

All ad hoc committees will continue for 2013. Members were placed on committees by the officers based upon individual ranking forms, committee reports and review of proposed issues. Chairs were selected for committees where there was a need. All members were in favor and committees were ratified. Members were teamed up with their 2013 committee and then enjoyed a team building exercise at the bowling alley in the University Center, courtesy of UT Arlington.

## **Committee Breakout Sessions**

The following are excerpts of minutes provided by some ad hoc committee chairs.

### **Wellness Committee – Chair, Gerald Cleveland**

Members: Tammy Angerer, JoAnn Rios, Laurie Thompson, Gilbert Perez, and Wendy Spencer. Conversation included the need to identify communication strategies and tangible steps to make each campus aware of the importance of their health and well-being. The committee will continue a conference call the last Monday of each month at 10:00 a.m. The goal is to strengthen communication and coordination of services currently available for employees. Full support will be given to the U.T. System Wellness Task Force and Rolando Roman. The committee will continue working on the Wellness Dashboard for UT System which will include: population risk – low, medium, and high; modifiable risk related to cost; participation rates; and percent of the universities with an active Wellness Committee. The committee created campus communication liaison type structure. Members were assigned to follow up with every campus wellness representative to encourage involvement.

Gilbert – UT Austin and UT Pan American

Wendy – UT Brownsville, UT System Administration and UT Dallas

Gerald – UT HSC Houston, UT MD Anderson and UT Medical Branch in Galveston

Laurie – UT HSC Tyler, UT Tyler and UT Arlington

JoAnn – UT HSC San Antonio, UT San Antonio and UT Southwestern

Tammy – UT Permian Basin and UT El Paso

### **Recruitment & Retention – Chair, Ronnie Garcia**

Members: Doc Weathers (vice chair), Yolande Caddell, Paula Austell, Doug Stark, Tara Andrews, and Pamela Cole.

Based on this year's issue proposals and the follow up needed from last year, plans are to do another survey. The committee has six areas of focus for 2013:

1. Retiree's (survey) – What programs and services available to retirees. Email access, gym or library memberships, and access to discounted or surplus computer equipment.
2. Employee Retention Within Institution – Employees not moving back and forth for financial gain including moving within their local university (Discuss with Dan Stewart).
3. Career Ladder Salary Max (survey) – What are the provisions for an employee who reached the maximum in their classified job position? What salary increase options does he/she have? How is he/she recognized financially?
4. Diversity in Leadership (follow-up) – Is there diversity in management and what training goes with that leadership.
5. Team Mentoring (follow-up) – Need information in regards to retention practices.
6. Succession Planning (follow-up) – Need to find out who is doing succession planning.

Doug will create a draft survey addressing items 1 and 3 of our areas of focus. We will review and approve.

## **Committee Breakout Sessions Continued**

### **Recruitment & Retention – Continued**

University Component Assignments:

Doc – UT Austin, UT Permian Basin and UT System Administration  
Tara – UT Arlington, UT HSC San Antonio and UT Southwestern  
Ronnie – UT Brownsville, UT El Paso and UT Pan American  
Paula – UT Dallas, UT San Antonio and Private/Public Academic  
Doug – UT HSC Houston, UT MD Anderson and UT Medical Branch Galveston  
Yolande – UT HSC Tyler, UT Tyler and Private/Public Academic Medical

### **Worklife Committee – Chair, Jennifer Skinner**

Members: Ruben Chavira, Aris Obar, Marsha Zimmerman and Will Choyce

The committee came up with two initiatives for this year. Each member was assigned four university components to contact and gather information.

#### *Initiative #1: Employee Satisfaction Assessment*

Looking at employee's morale, the committee will research what each campus uses to assess employee satisfaction and research the different assessment procedures. Questions for the Survey: Do they have an Office of Assessment? Do they assess employee satisfaction and if so, by what means? The committee will look at actual satisfaction surveys to recommend a standard for implementation system wide to help gauge satisfaction as a whole. Those with an assessment in place will be asked to share some employee's responses for highs and lows of the university.

#### *Initiative #2: Employee Community Outreach and Service*

Looking at ways to increase morale and longevity, the committee plans to research what each university has in place for employees to participate in community service opportunities. It is our thought that if an employee gives back to the community in which they live, as ambassadors for their university, it not only sheds a better light upon the university as a whole but also the employees, demonstrating that we are a caring group of employees. Creating a connection with the community will produce a positive image and relationship for UT within the community, thus creating a sense of pride for employees to be ambassadors for their university, and thus increasing morale and longevity. In researching what is already in place, we hope to illustrate how UT System can implement an employee community service volunteer program with a certain number of hours per year, per employee.

## **Thursday, October 11, 2012**

### **Executive Committee Meeting**

Members Present: Dennie, Shawna, Olga, Eric, Venetta, Ruben (for Ronnie), and Joleen  
Chairman Clemons addressed the Ad Hoc committee chairs and reviewed the agenda timeline for the general session. Each chair shared his/her committee discussions, engagement of members and goals for 2013.

## **Legislative Report**

Health Benefits – Dan Stewart spoke on politics which impact health benefits. If the Affordable Healthcare Act is repealed, UT will continue on track. There is a major RFP (request for proposal) in the fall to find a PPO carrier for our health program. This bid process is required by the State every six years with the option to renew at three years with good outcomes.

TRS - Defined benefit programs always under review, but there are no known plans to change these plans at this time. For the TRS system, things should remain the same for now. ERS remains the same.

Governance of Shared Service - What does that mean? Dan was asked to be involved in creating a governance of shared services. The Chancellor observed that there were experts within the UT System who could share their knowledge or skills to the benefit of the whole. The goal of shared services is improved efficiency and cost savings. It is like having consultants to utilize from within your own system. Not every detail is known or formulated. Some personnel may be asked to relocate to benefit the whole. Some complications would be appraisals for those employees, their supervision and payroll. There are many moving parts that need to be addressed in this model. Dan addressed disruption and equal/opposite compensation for those left behind at the former campus. Each campus must evaluate the cost/benefit of shared services versus staying in existing systems. Dr. Kelly is spearheading the shared services initiatives and maybe able to speak at the March meeting. The EAC could ask where shared services are headed and what is in the future for employees.

Legislative Session - The Public expects efficiency in fiduciary matters from the UT System and we need to be mindful of our responsibility to the public. Dan suggested that the first step is to develop recommendations to properly react to this movement. Savings to medical savings accounts, a stipend and a high deductible is a model possible in the future but the issue will be is lower paid employees meeting those deductibles. How do we have the best plan with the appropriations we are given is the question.

Retiree Benefits – These benefits could change in the future. Currently over 60% of system employees (including retirees) receive medical insurance at no cost and 50% with dependants pay a premium. The current program is unsustainable given the rising cost of health care.

Performance Pay - Regents like the idea of paying according to performance goals achievement for Presidents and Officers on campuses. Leaders should be awarded according to what they achieve. Performance based measures with regard to funding models in higher education is not common in higher education.

## **Board of Regents Presentation - 2012**

The 2012 Officers (Dexter Jones, Ben Bond, Olga Garcia, and Dennie Clemons) will present on behalf of the EAC at the November BOR meeting at UTHSC Tyler. Recommendations to be inserted in the Agenda Book should be in summary form. Dan suggests an executive summary bullet sheet and background on those bullets, as well as concise recommendations. For future presentations, the BOR would enjoy hearing of recommendations that are resolved and solved before the Regents are involved at all. The meeting is a live feed.

## **EAC Historical Recommendations to Regents**

Chairman Clemons shared the Officers plan to build a repository of prior BOR recommendations on the EAC website as a good accounting of the recommendations and to bring closure to issues.

## **Discussion of Committee Objectives for FY13**

**CSI** – Eric stated they had to work on shortening the CSI recommendation for the November 2012 BOR recommendation. Each member shared what was going on at their campuses regarding cost savings initiatives. The committee recommends better communication to all levels of staff so they can be not only more informed but more involved. We would like a list of shared services at UT System and progress reports on status, as well as future goals. Discussion included employee compensation for working on additional projects to consolidate services and resources. Known shared services are procurement, IT roadmap, HR, payroll, shared data center (UT Arlington – model), student systems, and core labs. The EAC should invite Dr. Kelly as guest speaker to brief members on consolidation initiatives. How much money could we save as a system and improve services if we bundle services? Consideration should be given for any employees who may be affected by shared services and the training for other campuses with new systems. What is the human side? Final discussion was whether CSI should continue as a group?

**Policy and Procedure** – Venetta gave an overview and discussed potential topics. Discussion on ADA issues, evaluations, social media, classification issues of employees and the new issue proposals. There are many new members so they have not decided which topics to take on.

**Wellness** – Gerald reported that they have reviewed last year's work, selected new topics and have decided on a 2013 plan.

**Recruitment and Retention** – Ronnie reported that they plan to look at team mentoring and best practices for inclusive environments. Topics: 1) Diversity in training and leadership; 2) Best practices in mentorship for development in career and succession planning; and 3) Programs and services available for retirees. Some retiree benefits discussed were email access, campus gym and library access and software discounts. Find what is of interest to retirees and also look for input on desirable benefits. What kind of training is given? The committee sought Dan's input about employees transferring between campuses with regard to salary increases and how that can be managed. Suggest bring about awareness of career ladder building versus moving to build salaries. Dan replied to the issue from two perspectives. First, moving from campus to campus should not be seen as harmful since we are all one system and it benefits the system. Secondly, it is each campus' responsibility to manage equity issues so that individuals in same titles are not unequally paid by large margins. We should try to ensure equity remains before and after counteroffers. There may be salary maximums dealing with those thresholds, what can be done? Reclassification is the only answer to that question normally. Career ladders should be developed well before a person reaches the end of their salary range.

**Work Life** – Committee goals and objectives were established on first meeting day. Employee Satisfaction: research measures of employee satisfaction rates at each campus and how they gather data, starting with HR. Employee community outreach opportunities: what are they, how are they reaching out? Your organization is a benefit to the community. How are we showing that through our employees? Give value back to the community and show that effort.

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### **Open Discussion**

One collaborative survey will be sent to the HR contact at each campus. All committees need to send their questions to Dennie for inclusion in the final survey. Individual committee surveys are not recommended. Together the members set a deadline for the survey to be sent to the HR contacts on November 1 and request responses to be returned by November 15 from HR contacts. UTEP (Ruben) volunteered to help develop the general survey. Dan suggested having a brief conversation with the HR directors prior to the survey going out to prepare for the survey. In addition to this, each member was asked to speak personally with their HR directors.

Council Shirt proposal – Sarah will send out email with information of two choices.

March EAC Meeting – 6<sup>th</sup>-8<sup>th</sup> (Travel Day on 6<sup>th</sup>) Hosted by UT HSC San Antonio

Adjourn

Respectfully submitted by Joleen Reynolds and Dennie Clemons.