

The University of Akron
 Staff Employee Advisory Committee (S.E.A.C.)
 Minutes for 6/26/08 Special Meeting with A.G. Monaco,
 Associate Vice President, Human Resources & Employee Relations

Members and Attendance:

Name	Attendance
Gary Beckman	X
Charlene Calabrese	X
Mary Dingler	Absent w/Notice
Jeri Farwell	X
Lissia Gerber	X
Michael Kimble	X
Jim Shuster	X
Peggy Speck	X
Laura Spray	X
Bob Stachowiak	X
Mary Tabatcher	X

Meeting called to order at 12:30 PM.

Review 5/15/08 minutes and approved via email on 6/30/08.

Benefits & Wellness Committee: Jeri Farwell (reporting) & Laura Spray) - No report.

Board of Trustees: Peggy Speck reporting (www.uakron.edu/bot/) - No report.

By-Laws: Laura Spray & Jeri Farwell - No report.

- **Faculty Senate (<http://www.uakron.edu/president/facultySenate/>): Mary Tabatcher (reporting) - No June meeting.**

Operations Advisory Committee: Mary Dingler (reporting) - No report.

OSCHE (Ohio Staff Council on Higher Education): Bob Stachowiak - No report.

Parking Committee: Jeri Farwell (reporting) - No report.

Performance Evaluation Committee: Lissia Anderson, Mike Kimble & Mary Tabatcher - No report.

Safety Committee: Bob Stachowiak - No report.

Social Committee: Gary Beckman (chair), Charlene Calabrese, Mary Dingler, Peggy Speck, Mary Tabatcher - No Report.

Special Meeting w/A.G. Monaco, Associate Vice President, Human Resources & Employee Relations - Introductions made. AG has been on campus since February and we are probably last group met.

Performance evaluations: AG did 3 years of research on performance appraisals and believes they are the most flawed of managerial tools. Good news is that UA does not have monopoly on issues with this. He followed 80 supervisors and every 4 months changed process of interaction with subordinates. Discovered #1 prevailing impact is that people get ranked 10-15% higher if manager has to sit down and discuss performance with them, face-to-face discussion tends to improve ratings. Peer review was probably more effective, but less efficient. Self-evaluations were interesting – best performers tended to evaluate themselves less than boss would. Worst employees always ranked themselves higher. People slightly below average seemed to be aware and ranked themselves accurately. Generally our managers lie to us and we lie to ourselves. Many studies are available; there are good discussion tools but not good appraisal tools. Past history: felt performance appraisals create opportunity for people to sit down and discuss goals and objectives. Auditors feel evaluations should be in file, but AG feels only discussion should be in file.

Merit should be how people are paid, but rarely has it been implemented correctly. Merit has to be defined and measured. It takes lots of work but most places won't do it. Material available on how to do it and its easy to measure in manufacturing by pieces created (piecework rates). We are in jobs that it is not as easy to evaluate. Regarding UA, AG has never worked at a place with such a high percentage of completed performance appraisals. Somebody, somewhere is requiring bosses to do them. High percentage = over 90%. We do not see final results (with dean comments). Per Cathy Edwards and Bill Viau, we do have the right to see it and should contact them to arrange to view it. Not sure about putting final reviews on Zipline. One issue with online access is that 40% of people do not have access to computers in their day-to-day work -- people such as police, janitors, grounds crew, physical facilities, dining services, etc. HR can look into Zipline access after PS v. 9 is completed.

Reviews should be discussed with employee. After supervisor completes, upper management should be able to see any higher level management add-on comments. Need to have mutually arrived at goals. There are lots of books on appraisals, but nobody reads them. Should be on-going discussion with supervisor as it at least forces annual discussion. Doesn't know why upper level manager would make comment on staff when they should be talking to that persons supervisor and asking about how they're doing their job. Payroll is public record, performance appraisals are not. If in fact process is being tampered with and statements are being written, that is not acceptable. Most in the HR field know they are not reliable appraisals and many supervisors don't take them seriously. He is about a year away from looking at issue. Currently trying to get Mercer system up-to-date. Compensation is not a science nor is it an art – it's based on

subjective data. Mercer used broad-banding which looks at 28 factors which are matched up to a job. It only means the position is “similar.” Compensation is also based on an organizations ability to pay and the value placed on job. How much is it worth and can we pay it and if so, how many can we afford? Mercer sets up the position analysis questionnaire and then internal people evaluate worth of job. He doesn't like Mercer compared to other similar companies, but overall he feels it appears to be a decent job. There is a lot of data that they need to bring current. Not in favor of starting all over.

Employee/manager relationship: Why don't supervisor's have to go to training? Why do we have to train a supervisor? Technology training, yes – supervisor training? No. They should not be trained; however, academic departments are different. They used to be faculty Plus. Now they are not in union and are considered “managers” and they have to be viewed differently. How they are evaluated is the key. Non-academic supervisors are different. They should be up and running when hired. Department chairs – the game changed with the union. Teaching people nut and bolts of job is one thing – but if person has talent but it's different if person is not motivated. If we have problems on a broad scale, are we selecting right people for job? EEO is in the process of bringing in a professional recruiter to create an in-house recruitment firm to work with search committees to bring in higher level people because administration knows they have problem with this. We pay a fortune for failed searches. Search committee methodology is changing. Last year we spent \$400K on print ads when 90% of respondents do so from internet ads -- we spent twice as much as OU and hired half the people. Future of academics is modeled after the wheel – with HR as the hub. Control of data drives wheel and includes skills audits and other higher parameters. First thing is look in-house, past performance, etc. Many managers are either afraid, not articulate or shy. Men develop devices to hide by acting mean, nasty, etc. Tendency on campus is to not hire internally due to domino effect of leaving other jobs vacant. Most get into comfort zone as manager so “don't assume conspiracy when incompetence is the answer.” HR needs to be able to view data to find competent people.

Question on makeup of search committees who bring people in just like themselves where mediocrity continues to perpetuate. Provost and deans want aggressive approach on recruitment, so we have to assume this is a world-class institution -- 95% of people in faculty are solid and 5% are knuckleheads. The questions is how to keep low-level people from driving the train. Search committees can work in large department, but small departments need to go outside the department for fair and partial members. Could use same structure as way tenure is determined. Coming up on the horizon, 43% of faculty are retiring in next 5-7 years. This will be a BIG problem for UA. Will cost more to replace people than we are currently paying. Nursing will be a real problem due to high salary levels in hospitals. IT faced this about 15-20 years ago but has been able to bring it on. Finance is problem too where people take pay cut in academia. Staff is the reason people graduate but not the reason they come to school here -- most students make school decisions based on faculty, not on how well the university runs due to good staff. Enrollment is cyclical and will decrease due to gaps in birth rate. Luckily, the mid-west had large number of birth in 89-90-91, but the rest of the country is already seeing drops in enrollment. We need to plan ahead for this. It will be a buyers market. We are hoping

to get Iraq vets in 12-18 months with veterans money. Need to find ways to do things with less money.

Manager accountability: What about supervisor review by employee? How do powers find out problems. It doesn't work when manager above your manager doesn't have clear goals and objectives. What about disruptive managers. What do employee do? Go to HR. One phrase AG dreads is "somebody spoke to Proenza." Proenza always calls "somebody" about the problem. Conflict with supervisor? Becky Hoover in EEO is starting mechanism to resolve conflict in a non-legal way. She can set up mediation process with agreed upon result. There is no shortage of opportunity to ring bell, but be sure that it is true. Management problems? Talk to HR. However, because of most people's situations, they will not actually ever doing anything about it. Most people will not blow whistle because of presumed lack of action. Ph.D. managers tend to be narrow in focus and not necessarily able to manage. Consider it part of their "charm." One reason we have Administrative Assistants in the department is to keep chairs in the background where they can't do much damage. What to do about abusive managers? Need conflict resolution. We all at some point in our lives, act like an ass – we need to nip it in the bud and get person in remediation. You have to tell someone about it. Mediation is an opportunity for employee at any level to talk about a problem – it is not yet a complaint and can talk it out to decide if they want to go further. Becky Hoover is giving talks and will roll out conflict resolution program between now and October. Will be in next HR newsletter. Becky is lawyer and has Ph.D. in Conflict Resolution. Maybe peer mediation?

HB187 – what is our role and what issues have been brought to us in past such as sick leave banks, vacation equity? After 30 years of service, staff would be 130 days behind faculty/contract professionals. Even with HB187, it is illegal for us to have a sick leave bank. We are not paid under a warrant from secretary of state and only those under such can have a sick leave bank. Kent? They may not be able to pass audit. HB187 doesn't exempt us. It still has to be reviewed. Other schools are doing it. If we can do it, then administering it is a nightmare. You can't pick and choose who gets sick leave. It comes into use when somebody has huge event only but not 1-2 days here or there. May want to look at other ways to deal with catastrophic situations. Conversion of KSU sick time to vacation? Will look at that. Has not been discussed. Peggy Speck gave AG info from Kent's conversion. What will sick leave bank accomplish? Is there a mechanism to help dear colleague on payroll? What do we want to accomplish and are there other ways to do it. NEOUCOM has one by department. Leave with pay has been approved by board in past in special circumstances for people who needed gap coverage between the time when short-term and long-term disability kicks in.

Compensation issues always go back to budgeting issue. Need to stop hiring at high level to replace long-term employee. Need to find mechanism for internal promotion. No solution to this problem yet. We have flaw in budgeting system. Need to review whole process. Recent external candidates have been accepting salaries at lower level than department was offering. However, need to maintain internal competitiveness. We did point out that certain people at administrative level were not able to take promotions

because higher position starting salary was lower than employee was currently making and would have lost money. It was pointed out that this would never happen at the higher administrative level (VP's, etc.) and because our system "insists" on relinquishing the higher salary, it kills promotional opportunities.

Should probably put sick leave bank on back-burner. However, we do want to publish conflict resolution program asap after rollout.

Not able to discuss employee development due to lack of time

University Council: Joy LiCause & Bob Stachowiak (reporting) - No report.

Website Committee: Jim Shuster - Conducted web-based election to satisfactory conclusion. Jean Andrick , Pam Woodall and Linsey Webb from Wayne were elected. Voted unanimously to recommend Jim Shuster as President's appointed person?

New Business: N/A

Meeting adjourned at 2:00 PM.

Next meeting is July 24th @ 12:30 PM.