**Staff Association Executive Board Meeting**

Agenda for 2/1/2023

1. Call to Order - *Sarah Long 8:59am*
   1. Establish Quorum/Attendance - *Chelle Martinez*

* Shawn Hood, Staff Member at Large - Present
* Lisa Jones, Staff Member at Large - Present
* Sarah Long, Past President - Present
* Matthew Beckwith, Vice President - Present
* Chelle Martinez, Secretary - Present
* Mikayla Greenfield, Treasurer - Present
* Deann Barrett, Chair of University Staff Pay and Benefits Committee & UCSC Representative - Present
* Deborah – Policy Committee - Present
* Cynthia Norton – SEEDS - Present
* Laura Chandler – UCSC Classified Staff & Staff Award Committee Chair - Present
* Mike Eivins – Classified Member at Large - Present
* Polly Knutson – Communications Director - Present
* Shonda Johnson – UCSC Representative  - Present
* Harper Johnson – Assistant Vice Chancellor of Technology & HR – Present
* Angela Bender – Assistant Vice Chancellor & Chief HR Officer
* Jill Beauregard - Present
* Amy Sutz - Present
* Mary Lile - Present
* Alisha Meyer – Present
  + - Nancy Mars - Present
  1. Approval of the Agenda

Motion – Deann Barrett

2nd – Mikayla Greenfield

Aye – 10

* 1. Approval of Previous Minutes

Motion – Matt Beckwith

2nd – Deann Barrett

Aye – 10

1. Elections *Lisa Jones and Shawn Hood*

Sarah – Elections are coming up soon.

Lisa – Shawn is super organized and scheduled a meeting to talk. We met two weeks ago about who should be on the ballet and maybe a recruitment event. Was slim pickings in the past, but we are a full team now. Is Matthew is automatically president?

Cynthia – No. There is a file under general SAEB to find who is due.

Cynthia - President and Vice President are up for voting. Secretary up too. Staff member at large up too. Need one classified member too. Mike is on 2-year term and is good. Shawn is good. Lisa’s staff member at large position up for voting too. Treasurer needs a vote too. Communications is good it is a 2-year term.

Lisa – We need to work backwards and have these out to vote in May, ideally before luncheon.

Sarah – What do the bylaws say?

Lisa – By May 1st. So how coffee the morning of Feb 21st. Feb 22nd in the afternoon we could do lemonade and cookies. For an hour. People who are interested, can come by and learn. Elections used to be more intentional and then they went to zoom link. We need to look into spaces.

Shawn – We’re awaiting a response on sending ballots out to classified and university staff. We also said something about email solicitation.

Lisa – We’re going to work with Polly, Robin in IR isn’t here anymore. We’ll have to train up a new person. Don’t know how it worked, we used to give a list and it just happened.

Cynthia – It’s similar to student elections and should be relatively straightforward. I’m sure Robin left a sample behind.

Lisa – We will get on this right away.

Sarah- So what week for elections?

Shawn – I think we need to go back and look at the timeline.

Sarah – My biggest concern is that Robin is gone.

Polly – Who will I be working with?

Lisa – Lisa and Shawn.

Deann – if participation is low, we could add a zoom option.

Lisa- we will add that in there too.

Sarah – I love the newsletter. I’ve heard nothing but positive feedback. Also, it will be interesting for someone to jump into President without being Vice President (VP). I’ve never seen that before. Normally we have a VP and they learn about things first.

Deann- It’s been nice sitting in on the bimonthly cabinet meetings and seeing how you handle those conversations Sarah.

Cynthia – Bylaws say nominations must be completed by April 15th, elections by May 15th and ballots have to be out for 10 days.

Sarah – Yes, everything is outlined in bylaws. Please put the word out there. I am fighting hard to get these positions paid. President is a $1k payment after three years. After taxes, that’s $600. I am meeting with President on UCSC about a system-wide policy around getting paid.

Deborah – Was that last suggestion an online info session?

Lisa – yes time and date TBA

1. Equitable Access to Course Materials
   1. Staff thoughts/questions/concerns

Sarah – Equitable access was put on by Larry Lee who is the Executive Director of Auxiliary Services. Students will receive all course materials in one lump and will pay $20/credit hour per semester. $20 x 15 = $300 total for all the materials they need for that semester. Everyone is opted in. It’s an aggressive timeline – starting in Fall of 2023. What is needed? What questions do you have? A good website to check out is UC Davis for equitable access – they charge $169 and they can only use 4 publishers, but meat and potatoes are good. Maybe we need a website people can go to for all their questions, like when COVID occurred.

Laura - Faculty will need to be urged by the Provost to be timely with this initiative.

Polly – Extremely excited!

Amy – It’s all online books.

Polly – Students can have printed or digital books.

Cynthia – Is it only the textbooks?

Polly – Depending on what the professor is wanting.

Jill – I’m on the Board for this committee.. if you have questions, let me know.

Cynthia – So lab coats, safety glasses, etc.

Amy – you can print it but its on your dime.

Polly – Just text.

Amy – I’m not sure about supplies.

Sarah – Nursing students are charged $1600 either a year or a semester for books. The cheaper end was economics which was $400, so they are saving $100. Paul in the bookstore is super on board. But do we have the human resource power to do this? Do they have enough staff? They said they did.

Jeff - There are a lot of program managers – all of them have to be funneled through this? Right now we don’t do that as a whole. For instance, the Roblox club has to buy stuff outside (i.e., not at the bookstore) if it is to work. Normally Faculty advisor sends info to us in March for August. If you bring in and hire Faculty later, then they all the sudden add things like calculators, parts for electronic robot, items for thesis, etc.

Amy – I am on that committee. You can opt out. I wasn’t understanding that it was supplies too. I think Larry’s idea was to make part of the bookstore a coffee shop. You can opt to have it printed but you’re going to pay for it. They are not gonna give you a copy. It is $20 per credit. But what about students who don’t pay $300 for books? When I got on committee, they said that it was a done deal. I brought it to Jevita in Financial Aid cause they wanted to add it to student bills. Now that we have a Vice Chancellor of Enrollment Management, I’m not sure if Dr. Cantu has been included.

Laura – Faculty are notorious for late textbook orders to the bookstore. I would suggest some type of accountability by the Provost to make it work. That’s my concern, that Academic Staff will be “handling” the student concerns when they don’t have the materials due to Faculty tardiness. I am speaking with my experience with my Faculty.

Polly - It is my understanding there is still printed material available.

Polly – Dr. Cantu is really excited about it.

Amy – I want a real book. But you have to opt out to buy books on amazon.

Sarah- My understanding is that we are only moving to electronic and we will honor what students need.

Harper – My understanding is that electronic is #1 option if electronic is available from publisher, if not then printed option will be chosen. Real goal is if the majority of students use it, we will get discount from the publishers which lowers overall costs.

Jeff – We are meeting with legal for VA payments because we are required to have disability options and need to know if there are legal rules.

Sarah – Let me know if you have any questions or concerns and I will send them on to Larry. Spread the word.

1. Event Updates
   1. Spring Luncheon (Matt Beckwith)
   2. Staff Olympics (Jon DeWitt)
2. (9:30AM-10:30AM) Guest Presenter, Harper Johnson, Assistant Vice Chancellor of Technology & HR

Sarah – We are very appreciative that you are here to answer questions today.

* 1. What are we doing about the hiring process in general to make it more fluid? (Discussion was on multiple interviews for someone who makes minimum wage vs other depts that have one interview)

Harper – Quick introduction - this is my last day as Vice Chancellor of HR. Angela started today from Metro state, but we did not think it was fair that we throw her at these questions, though I am sure she could answer them. It is an exciting time in HR. We are one month short of our 3-year anniversary of when we went home for COVID, though there were a lot that stayed. The HR team is looking at these things. I have answers to some and some are a work in progress. I’ll tie this into a 2nd question – what processes require panels, committees, etc.

Harper - The talent acquisition team is looking at how we make this smoother – some are required by law and some are required by legacy (i.e., not policy, we can change them). For instance, panels or multiple committees look at a higher-level employee like an Executive Director – some do for Director Level though. It is not required though it is their choice. Below that it is all internal. We can make this reflect desires of campus. We don’t want people in dining and bus drivers to go through multiple interviews. Can you do that with a manager or supervisor? We recommend that you do not and make it more of a committee hiring process. How do you expedite things? We publish the date they are doing interviews. On site interviews are not required for everybody. How do we formalize it? The talent acquisition team is onboard to guide supervisors. We want it to be as fluid as possible and want to guide on best practices and things to avoid.

Mikayla – It helps to know that a lot of things are internal. It creates room for us to look at it - like Polly has multiple interviews for dining staff. It will help to get education and the word out there.

Harper - HR is small. None of us have a large staff. They are here to partner with you. Reach out to Kaleigh and her team on guidance. They are working to create guidelines.

Deann – It’s always a good idea to ask - is this a legal requirement or a preference?

Harper – Yes, people are gonna tell you that this is how you do it, ask them to show you. Many times there are policies. More in Colorado than Arizona. Many times there isn’t, it’s an internal practice.

* 1. What are we doing about onboarding? (Discussion was on waiting for all these steps [I9 specifically] for someone to have their ID and email ready, if not set up right away, we look like we aren’t professionals, some of these people need jobs now and move on if we take 1 month to onboard, and they don’t work their first week)

Harper – Thank you. Does cross both HR and IT. Part of restrictions is system level infrastructure and how it does provisioning. Key step there is I9 process. The sooner they can get that, the sooner they can get into system. By law, we are not allowed to put them in the system until we have checked the I9. There is a POI process. It is used to get people into system early. Its’ a work around. The problem with a centralized system is that all four campuses have to be onboard. And all four haven’t been on board. Every year it comes up, and every year it does not go forward. We need to work on this. Our request on campus is to get them in, get their I9 in first day, get them into the system. Today that is the only thing we have to facilitate that. I agree, it doesn’t help if they can’t show up and work.

Sarah – Is it considered working?

Harper – Showing up at the HR office to drop off the I9 is not working.

Deann – They have 3 days.

Sarah – Where is the push back?

Harper – Not sure why the push back on changes to our centralized systems. My recommendation from staff perspective – we have shared governance at the system level. Bring it to the Executive Committee at the system level. Continue to tell them why this is so important.

Sarah – A lot of people feel like staff are just sitting there because they don’t have email or ID (i.e., the things you need to do Skillsoft training). We need leadership buy in.

Shonda J - It takes our department a month to get full access for the systems we use with degree transfer and degree audit. We need the ID to process to get access to degree audit. Ranges from 4-6 weeks which is a really long time.

Harper – We do have an incredibly complex system to gain access to student information that could be streamlined. Many campuses, based on position and classification, will automate that process. For instance, everybody has this access if they’ve taken FERPA and passed the background check. That way it doesn’t have to go through 7 or 8 approvals to gain access. We as a system are very cautious in our approval process.

* 1. What level requires panels vs one-on-one with the hiring authority?

Sarah – We answered #3.

* 1. How do we plan to address the compression issue and what are the tentative timelines?

Harper – Can we combine that with one below? We need to know the percentage of enrollment to have an honest conversation. Both questions deal with budgets. The simple fact with compensation is that we are dealing with how much money we have on campus. Annual compensation is increased by the Board of Regents. And then compression, which is an internal compensation issue.

Harper - We have to have the money to meet the annual needs like the merit increase we just went through. We take our budget and the Regents approve that we can have x percent for merit. State law requires that it be based on merit. Last year was an exception - the Regent said we could do across the board. Classified staff are different by the way, they are directed by State. So in the coming year, the first bill that the Governor put into play said up to five percent. But do we have money to go up to five percent? They do increase the State budgets, but not the Higher Ed budgets. So that would require us to find the five percent in our budgets. That’s what Carlos Garcia presents to the Board next week. Increase tuition vs how much merit we can afford. Tuition is our biggest revenue. Compensation for Saculty and Staff is our biggest expense. Will get feedback in February, tweak, then it is approved in April in the Board of Regents meeting.

Harper - The new budget model is being reworked. The Provost is looking at that with team of professionals to present what the new budget model will look like. How do we take care of things like compensation? I would be out of my bounds if I said a two percent increase in enrollment means x,y,z. Hopefully when we get new budget model in place it will say if we do these things, this is how it flows down to departments and here is how we reward Faculty and Staff for bringing in more students and retaining more students. But at this point in time, there’s no picture. For every one percent increase in compensation equals 1.1 million dollars. For every 1% increase in enrollment, we bring in approximately 1 million dollars. And that’s not the only thing we have in that budget model. We want to provide support to other programs as well as compensate staff. Hoping by Spring we will have a better chat about new budget model.

Sarah - So when we are hiring – we are hiring at a new level. It is super demoralizing when it reposts at a higher rate that would’ve kept you. It is felt across campus. How is that being address?

Harper – I wish I could wave a wand.

Sarah – If we’re offering $15k to a new person, why couldn’t we offer it to the old?

Harper – Equal pay says we offer range. In the past we didn’t, we’re going to pay you X. What is demoralizing people is that we post the range. Do we always hire at the top of the range? No. The act requires that I post the range so that we make sure the person we bring in is getting paid according to current staffing. People have experience from before UCCS. When we bring someone in and say we are going to hire in X position, and there are 3 other people in same job classification, we have to look at where do they fall in comparison. This person falls above, this one below, she falls in the middle. We are required by law to place people where they fit in the current circumstances. That is what the law requires us to do. It is about budget. If we do that for one person, that department is required, by law, to have the funding to post that range because they might hire at the top.

Matt - My issue is not that the range. I understand people are expected to be hired at the middle range. I am talking about someone who works for $63k, but the job gets posted at $73k minimum. That’s what it feels like. Well I am tempted to take a few months off and reapply to my old job. The anger is the minimums.

Harper – Every year for past two years, we have worked with Budget Office, as we do an annual analysis on campus, to bring everyone up to the minimum. Is it great to get everyone to the minimum? Yes. When we started this process, we had a lot of people under the minimum. With this next round, we will bring last twenty to the minimum. Hopefully in next month we will have dashboard to share this. 60% of our staff are paid in the 1st percentile. 30% are paid above the midpoint. Our goal is to hire in the 0-2nd percentile. The Classified Staff system is changing tremendously. 30% are above 1st percentile and 12% are above the median. Classified staff will be reviewed and looked at for classification. Two years out, all Classified Staff will be rebudgeted and reconfigured – that is a 2-3 year process. Campus leadership has tried to address this issue. If you have additional budget, you can reconfigure to take care of existing staff. Make sure you are in those ranges though. If you can afford to do that, work with HR. Unfortunately, some departments don’t have that budget.

Sarah – So in a personal example, I’ve been promoted from Assistant Director to Associate Director. Is the 10% rule still a thing? It used to be that you could only be promoted 10% of your salary. Before I was educated on that, my promotion was pushed back 6 months. When the job was finally posted, range was $44k-$62k, less than my Assistant Director pay. The process was scary. None of that was disclosed to me, so it became difficult. Now when I have conversations and hire my own staff, the process seemed more difficult than it should have been. I don’t think I’m alone. It took a year. It was a couple thousand dollars and a lot of headache. Lots of red tape. It doesn’t seem like it’s being advertised.

Matt - Yes, the process is taking so long, they leave UCCS. Hits morale. I feel like it has this compounding effect because we don’t have the rule book.

Mikayla – We have people leaving and others take on more and are told they will be promoted. They are covering for that extra position because of the promise to promote. When we are promoted, it’s a miniscule amount compared to a whole position. I was holding 3 positions for 2 years before finally promoted and was told couldn’t go above certain amount. There is all of this push back when we are talking $53k in salary for one whole position and then we only get a 10% raise.

Lisa – Is it the Supervisor? Because I have a different experience.

Amy – I have been here since the 90s and haven’t had anything but a merit raise in 20+ years. I’ve watched a lot of people get promoted. I’m sitting here doing 2-3 jobs. I’ve been here a long time and I don’t feel appreciated, or valued. I do feel like it depends on your department. People are unaware of some of the processes. If your Supervisor is really in tune, it gets pushed through. But if you don’t have a Supervisor that knows it and they’re saying I’ve been told no, it’s a very difficult conversation. I just don’t feel valued. Thanks for being here Harper, I appreciate it.

Harper – I’m sorry you feel that way. Our goal is to help people feel valued on campus.

Shonda Johnson – I am part of UCSC System Staff Council. Previously I have been a long-time member of the Pay and Benefits Committee. We have gone to Venkat, UCSC, etc. and have shared similar stories and expressed frustrations. But one of the things is – in our department – it depends on who your Director or upper management is if you get a promotion in. Some Directors in my department every 3 years get promotions. Mine, I’ve been here 9 years and only got $1k. Trying to establish something like the government with GS system – based on performance and years – you would be able to promote after certain amount of time. People often don’t feel appreciated. It’s awful to leave a job and then reapply.

Shawn – Sometimes a job never posted, no one had the opportunity. Why do some have to apply for a promotion and others just get it?

Harper – I will have HR send info because of equal pay for equal work. All jobs have to be posted. There is an internal process to promote jobs and it will post in there for three days.

Mikayla – Yes there is a new tile for promotions. It’s no longer through CU careers. They only have to be posted for 3 days.

Cynthia – I think those internal postings - nobody knows they are there and if you are in line for those promotions – unless you’re in the know, you don’t know they are there because it’s only 3 days and we don’t market them. We used to get internal postings. You’d have to be checking it constantly. Before equal pay – we’ve hired new people who didn’t have the qualifications, yet they were paid more. We are at the bottom of the pool but with our experience we should be at the top of the pool.

Harper – HR is working with an outside contractor. We started with the info we had a year ago, now that we have info back from employee council, we are updating for turnover. We are making sure info we have is current so that we can bring it back to the campus. It goes to the Cabinet that these people need adjustments based on equal pay for equal work act. It will have to be built into the base budget.

Polly – Thank you for being here, it’s appreciated. I have an employee who ended up with his masters, he’s proved himself to be an amazing employee, and he has earned a wage increase. I am supporting of it, and the next two levels are also supportive of increase. And we have been pushed between HR and VCAF – we are going to lose this employee if we don’t give a raise.

Harper – We were asking people to hold off as we finished this role. If it’s critical and the Department has budget, we can bring it forward and we can help. Not sure where the pushback came from, maybe my team before we changed. Cabinet is supportive of that.

* 1. What the next steps for looking at retention of staff?
  2. Is there a reason the turnover data that is discussed quarterly in HR isn’t being shared campus-wide?
  3. Did the compensation analysis for staff who changed positions include new positions or their old position? (Assuming old since data was provided to the 3rd party a while ago)
  4. What is the % of enrollment to be able to have honest compensation conversations?
  5. Enrollment numbers- we understand this is an issue, but maybe provide a data chart for the committee for clearer understanding.
  6. Is there incentive for continuing education? (i.e. Receive additional compensation for getting masters, bachelors, etc. levels of education are used in compensation analysis for new hires and should be used for increasing compensation when someone gets a degree that relates to their current position).

Harper – We as a campus do not have built-in to our process any step increase for someone who gets education. Some departments do, if you do those things, we will do x. That is a Department-by-Department conversation. There is nothing in the State plan to support that. It is something we can explore? Sure. We can work with the Staff Association and present some ideas.

Deann – We should definitely pursue. We work in Higher Ed. We should put some value on getting a degree.

* 1. Are there initiatives such as lowering the cost of the Wellness Center?
  2. *Open time for questions*

Mike *-* Why do some Departments such as Facilities start at the lowest range no matter the experience?

Mikayla – Because Classified Staff are brought in at minimum.

Mary - So is it ethical that one person in the office receives a 37% increase?

Alisha - Doesn't it cost more money to hire a new employee than giving a raise to a current employee?

Harper – Cindy Crawman specializes in Classified Staff.

Amy - I forgot to ask if promotions/raises and training for departments are going to be added to Director or above annual review? So essentially making sure all people are being given equal opportunity regardless of who the Department head is? At the Vice Chancellor level – are they holding Director or above annual review process?

Harper – We have been working on publishing new training for Director/Supervisors. Cabinet wanted to go through it first before we did it. They completed that at end of January. Now that it’s approved, we will role this out to campus. Is it built in to their annual review? Don’t think so.

Sarah – No matter what I do, I get a 3. People are getting super frustrated. No matter if I take more work or move mountains, I get a 3. What are we doing to fix that?

Harper – From a personal perspective, I had the same conversation with group of leaders. My recommendation to them – use your annual performance review to manage those expectations. Meet with your Supervisor – tell me what it takes to get a 4, what it takes to get a 5. Get it documented in the performance review. If I do x,y,z I’ll get a 4 if I do it consistently. If I do abc then I’ll get a 5, then hold your Supervisor to it. From a campus-wide perspective, there is nothing that says you cant do this.

Sarah – The Faculty have project crest. Jessie Smith, Sylvia Mendez - they do listening tours of other colleges. They help you brainstorm to create a rubric within the college. Why are we not doing that? Is this an HR thing? SA thing?

Laura – Project Cresit is for Faculty initiatives and it’s grant funded.

Deann – So tenured Faculty have a research component. We could take pieces and transfer it over to Staff evaluations because there is no committee reviewing everything we’ve done. You’re supposed to set goals, did you meet them?

Sarah – They aren’t happening within the departments though. People feel frustrated with their Supervisors.

Deann –What are the options when people feel like they can’t push on their Supervisor?

Amy – 360 reviews for Supervisors should be happening. It seems like that would be best practice.

Harper – These are all interesting ideas to explore. I challenge you to continue working with HR. People are our greatest asset. We talk about retention every week. Bring them to HR. Bring them to Cabinet. They want to hear new and creative ideas. We are all partners on campus. I hear the frustration on campus. It didn’t just happen after COVID, but it helped bring some of it forward. Continue to partner and you’ll be happy with what they bring to the table.

Questions from the Teams Chat:

Mary - Where can we see the results of the compensation analysis?

1. Executive Board Reports
2. *What is needed from the Executive Board to support you all?*
3. PRIDE Committee
4. Professional Development/Programming
5. Welcome Committee
6. Women Identifying Staff Committee
7. SEEDs
8. Blood Drive Committee
9. Winter Giving Project
10. Employee of the Quarter
11. Garrett Swasey Award (Laura Chandler)   - Nomination review process to begin. A winner should be determined in March.
12. Classified Pay & Benefits
13. University Pay & Benefits
14. Policy Review Committee
15. Open Discussion

Adjourned at 10:37am