UNIVERSITY STAFF ADVISORY COUNCIL
MEETING MINUTES
April 12, 2022 - Zoom

Members Present: Katy Olney (Chair), Kaylin Tingle (Secretary/Treasurer), Taylor McNeilly (Vice Chair), Abby Roberts, Ashelle Brown, Bill Galaspie, Carolyn Smart, Cindy Smith, Frances Dickerson-King, Fred Hagemeister, Jamie Lynn Haskins, Jeff Smith, Kourtney Ennis, Mike LaRue, Paul Just, Rachel Weinburg-Rue, Susan Sokolsky, Brianne Meagher (open session only), Cassie Price

Non-Voting Attendees: Carl Sorensen

Members Absent: Craig Buchbinder, Jaide Hinds-Clarke

Non-Voting Absent: Mary Finley-Brook, Mark Stanton

Katy Olney, chair, called the Council meeting to order at 1:02 p.m.

2021-2022 Goal Review, Katy Olney

1. Continue to highlight, support, and encourage diversity, equity, and inclusion in university staff experiences, including USAC meetings and events.
2. Actively engage university staff in professional development opportunities both during and outside of USAC meetings that encourage staff to connect and showcase their expertise for the campus community as well as better their performance in the workplace.
3. Continue to support active, two-way communication and knowledge sharing with upper administration while increasing staff representation and voices in University decisions that impact staff.

The UR Engaged End-of-the-Year Process, Carl Sorensen and Theran Fisher

Previous performance management process hasn’t been used since pre-pandemic (2019)

- Beginning of year, managers and employees identified goals for the year
- Culminated at end of year with performance review meeting
- Old system calculated salary increase based on rating (EX: does not meet expectations, meets expectations, exceeds expectations)
- After many focus groups with employees and managers – feedback was to do away with the rating system and focus on feedback and development
  - This is a trend for employers across the country and in different sectors

UR Engaged – current system (rolled out Summer 2021)

- Three main differences from previous process – The 3 C’s
  o Competencies
    ▪ Performance goals didn’t fit every role well; now employees can choose goals and/or competencies
  o Check-ins
    ▪ Quarterly 2-way conversations between managers and employees – progress made toward competencies/goals, feedback for both managers and employees
Continuum of Contribution

- Looks at everyone on continuum versus categories of “meets/does not meet/meets expectations”
- Allows managers to take broader look at contributions to the department/university versus focusing solely on goals

Continuum of Contribution (CoC): End-of-Year Performance Review Process

- Categories:
  - Has the employee’s performance positively impacted the department’s results?
  - How has the employee progressed in attaining their goals and/or developing their competencies?
  - What has the employee done to develop professionally, including developmental goals or competency-building?
    - Note that “professional development” doesn’t necessarily mean attending a training or conference; could mean helping to take on additional responsibilities in job vacancies, etc.

- Managers can log in to urapps.richmond.edu/CoC and adjust multiple times during CoC process; CoC will be open April 13 thru May 20
  - April 13 – CoC application opens
  - May 9 – Salary increase application opens
  - May 20 – CoC application closes; deadline for managers to enter or edit data
  - June 3 – Salary increase application closes; deadline for VPs and Deans to enter or edit data
  - June 27 – increase letters sent in mail
  - July 1 – new salaries posted in Banner Web

Q&A

- Will employees be able to see the decisions their manager makes around the Continuum of Contribution?
  - If you don’t supervise direct reports, you don’t have access to CoC
  - Employees are encouraged to have open conversation (in 4th check-in or otherwise) with managers about ratings and ask manager to show them CoC tool
  - Additionally, several resources, such as CoC conversation guide, are available on HR’s UR Engaged Resource site

- If a manager has a large team, can they compare employees next to one another? Is there a dashboard or multiple tabs?
  - When supervisors log in to UR Engaged, they will see all direct reports, and if they have already completed CoC they will see on that screen where the sliders are.
  - Note that managers are being encouraged not to compare employees to one another around the element of the CoC, but rather consider each individual and contributions within their role.

- What about employees who haven’t had any check-ins this year? There is a concern this will impact their performance review. What is HR doing to make sure this new process is being carried out properly across campus?
  - Even if you haven’t yet had a check-in, there is still an opportunity for the 4th check-in.
  - HR is not policing/keeping tabs on the UR Engaged process. This is meant to be a tool for employees and managers to have meaningful conversations, and it’s not a one-way tool.
  - Anyone (employee or manager) can schedule a check-in in Talent Web.
- If for any reason you don’t feel comfortable scheduling this conversation, please reach out to HR Business Partner or Theran Fisher directly.
- When merit increases go to VP, if they’re so far removed from an employee, how can direct supervisor advocate for what is appropriate?
  - Each VP is responsible for creating process within their division, so performance review information rolls up
  - Each area does this differently based on size, nature of work, to ensure the process is calibrated and consistent throughout division
- Do managers have discretion to give/recommend a larger salary increase than the max percentage indicated?
  - Manager makes salary recommendation by completing the CoC, then those recommendations are reviewed and finalized based on calibrated process within division
- Say we have an employee who has gone way above and beyond, and would really like to give this person a nice raise. So, a manager would slide all the scales to the right, then do they need to indicate in the “comments” section that they are explicitly asking for employee to get a certain percentage raise? Where does manager indicate that employee goes above and beyond and should get more than the standard raise?
  - Give the person best ratings, indicate to the best of your ability, and ultimately this is determined by leadership based on their calibrated process across their division
  - The hope for this new process is that it gives folks more time and tools to be thoughtful about how to communicate upward or within respective unit.
- How are 3 areas of the continuum weighted with regard to one another?
  - They are all rated equally
- Clarification on “two-way conversation” and ability to provide feedback to manager? CoC Discussion Guide are focused solely on employee performance.
  - CoC discussion guide – focused solely on 3 elements of CoC – opportunity for employee to self-advocate
  - All check-ins have prompt where employee can provide feedback to manager on behaviors to start, stop or continue to best support success

Committee Updates

Communications Committee Kourtney Ennis (chair), Kaylin Tingle, Jamie Lynn Haskins, Abby Roberts, Mike LaRue, Paul Just
No updates - Be sure to follow USAC on social media! Follow us on Facebook and Instagram!

Elections Committee, Fred Hagemeister (chair), Taylor McNeilly, Carolyn Smart, Craig Buchbinder, Jeff Smith, Ashelle Brown
Currently in elections for 3 open seats starting next year (Business Affairs, Academic Affairs, Facilities) – elections end April 29

Volunteer & Engagement Committee, Susan Sokolsky (chair), Katy Olney, Bill Galaspie, Cassie Price, Rachel Weinberg-Rue, Frances Dickerson-King, Cindy Smith
Thanks to everyone who volunteered for Inauguration.

Faculty Senate Liaison, Brianne Meagher
Last meeting – implementation of new General Education curriculum. Implementation goal for incoming students for Fall 2023.

PIT, Paul Just
No updates to report.
FSIG, Mike LaRue/Jeff Smith
No updates to report.

Budget Review, Kaylin Tingle

Initial Budget: $5,875
Expenditure YTD: $392
Balance: $5,483
Expenses: $0
Expected Expenses: $0

Closed Session:
The Council entered closed session at 1:53pm

Web Submissions, Taylor McNeil

A summary of web submissions can be found on the USAC website.

Katy Olney adjourned the meeting at 2:20pm.

The next meeting will be held Tuesday, May 10, 1pm-3pm, via Zoom.

Respectfully submitted, Kaylin Tingle, Secretary/Treasurer