May 1, 2019
Miller Learning Center, Room 348
2:30PM

The meeting was called to order at 2:30 pm by Staff Council President, Marie Mize.

Roll Call:

*Members in attendance:* Christine Ahern, Brittany Barnes, Debi Chandler, Christopher Childs, Kelly Cona, Lesley Coffey (present via sub Michael Kanning), Hayley Cox, Melanie Crawford, Anjali Dougherty, Tamala Foreman, Elmer Gray, Michele Griffi, Andrew Hanneman, Savannah Hembree, Pattie Holly, Laura Kelley, Jennifer Layting, Emma Mattox, Marie Mize, Mary Moore, Matt Mundy, Jessica Owens, Liz Phillips, Jacob Schindler, Ken Schroder, Amanda Shaw, Alec Shepherd, Kyla Sterling, Matt Weeks, Beth Woods (present via sub, Reed Geisenhof)

*Members absent:* Ian Armit, Charlie Bauder, Macie Fouche, Danielle Free, Jami Gilstrap, Matt Hammons, Angie Heusser, Stuart Ivy, Kevin James, Heather Macon, Michelle Mathews, Brittney Minor, Jackie Mitchell, Gabrielle Saupe, Joy Strickland

A quorum was present.

Marie thanked the group for coming.

NEW BUSINESS

**Guest Speakers:** Lindsey Van Note, Russ Ramsey, Dakota Kinney from Human Resources

**Competency Modeling Initiative**

This topic was first discussed in December, but Lindsey’s group from HR has some updates to share with Staff Council.
When the new CRM system went live in December, UGA adopted the USG job codes, which presented an opportunity to develop a competency model for determining salary and raises. USG’s System Office is looking at the work UGA HR is doing on this and hoping to use this work to create universal standards across USG.

Dakota Kinney defined competency as “a collection of knowledge, skills, and abilities that represent successful performance within a job” explained that a competency model could be used to set expectations for a job, hiring strategies, and pre-employment assessment.

UGA will be using Subject Matter Experts (SMEs) to help define competencies for any particular job code. SME were selected by supervisors and a business advisor group and are individuals who have been in their position at least a year and are performing well. They will complete a task survey, focus group, job analysis questionnaire and a behavioral analysis descriptor survey.

Dakota shared a timeline with the group:

- Information Gathering.................................................................Complete
- Internal Review & Consolidation of Tasks/KSAO’s......................Complete
- Task Reviews by Incumbents..................................................April to May 2019
- Focus Groups........................................................................May to June 2019
- Quantitative Analysis..............................................................June to August 2019
- Establish Behavioral Descriptors.................................Sept to Nov 2019
- Implement Content into Systems........................................Dec 2019
- Rollout & Training.................................................................Early 2020

Dakota explained that there will be about 80 different focus groups to try to capture as many voices as possible. Focus groups will be comprised of a random assortment of SMEs who completed the Task Review survey. The Job Analysis Questionnaire, sent out in July, will be completed by both SMEs and other staff members.

The focus groups will each have 8-12 individuals from the same job code and will help identify key competency themes for that job and what makes an individual successful.

Laura Kelley asked about instances where there might be only one person on campus doing a very specific job, but they are classified under a broad title like “program coordinator.”

Dakota explained that those instances would be handled on a case by case basis, but they want to be inclusive and they know that there are some huge job families like maintenance workers where there are actually a number of job families that are all fairly distinct.

A staff council member asked for more information about the job analysis questionnaire.
Dakota explained that the job analysis questionnaire takes information from the task review survey and focus groups and then asks those taking the questionnaire to rate the identified competencies. They will also rate if competencies are required at hire to help departments with their recruiting strategy. They will rate task statements on frequency (how often do I perform a task?), how important the task is, and possibly the complexity of the task.

A Staff Council Member asked what the results would look like if HR does a good job with this versus a bad job.

Dakota said that a good job would change the culture at UGA and possibly the USG system, by promoting a culture that is adept a learning, builds confidence in work force, and sets expectations for success. Failure might look like poor data collection or HR supervisors saying no to the results of the data, but Dakota doesn’t think that will happen. This is an ongoing process and there will always be room for improvement.

Marie added that the Task Force for Staff Development has been coordinating efforts with the competency modeling initiative so that the goals of both can align.

Dakota said that an organization’s responsibility is to develop employees well enough that they could move on and get hired elsewhere, but the organization should also treat employees so well that they don’t want to leave.

Laura asked how an employee would know when they should seek more compensation, or how they would be able to see their progression.

Dakota said there would be three levels of competencies: exempt, non-exempt, and managerial. If an employee consistently scores a five in their non-exempt-level position that is equivalent to a three in an exempt-level position, which creates a path for progression.

Laura asked what an employee would do if their supervisor refused to give an employee a five just because of budget constraints.

Dakota said that scoring high does not guarantee that an employee will get a promotion or pay raise, but it indicates that you are performing well on those levels.

Lindsey Van Note said that they have been considering if there are other forms of compensation that might be available to high performing employees, but that’s something the whole campus would have to look at.

Kyla Sterling asked how pay rates will correlate with the three levels of competency (exempt, non-exempt, managerial) since some exempt positions make the same as non-exempt positions.
Dakota said that reclassification would consider the competencies, not just the job description and that that’s something they would continue to look at and work on.

A Staff Council Member asked what the difference would be between being reclassified or promoted if they were suddenly given more responsibility (for example, supervising other staff).

Lindsey explained that reclassification would only happen if you were changing job families or moving from non-exempt to exempt. By collapsing the job codes there’s actually more room for promotion (and pay raise) without needing to be reclassified.

Laura asked employees would be compensated for earning applicable degrees, certifications, etc. that pertain to their job, just as they do in the corporate world.

Dakota explained that the new model would allow for compensating staff for those types of things as long as it directly pertains to their job.

Laura asked if there was a way for the university to provide financial assistance to units that do not have big budgets for hiring or promoting staff because they don’t bring in as much revenue from donors.

Dakota explained that there are some universities across the country that have centralized pots of money to do that kind of thing, and that might be something for UGA to think about.

Another member asked how you would quantify the value of a degree or certification.

Dakota acknowledged that was a difficult thing to do—it depends on the type of work and the relevance of the certification to that market. It would probably be a flat rate, but that’s something they are still working on.

Laura asked if staff would be able to see the rubrics and pay scales once they were done.

Dakota thinks that once it’s approved it will be available. Lindsey added that some of that might be decided by USG.

Laura said that as an employee she would like to be able to see where she falls on the rubric and how she can improve.

Lindsey offered to show an example and agreed the it’s important for supervisors and employees to benchmark their performance goals. Lindsey also clarified that this a data driven process and it’s very fluid, so they are hopeful that the end results will match their expectations but realize that might not be the case. She also showed a possible competency model.

Matt Weeks asked if President Morehead would have the final say on the recommendations.
Lindsey said yes, that it would likely go up through Finance & Administration to the senior cabinet, and then the President. Vice President Ryan Nesbit would probably lead the charge.

Matt asked if she believed the administration would be behind the recommended plan.

Lindsey said she definitely believed that they would because they have been supportive of the process so far.

Kyla Sterling asked about the earlier point of investigating a “central pot of money” for salaries for staff in units that do not have enough funds. She asked if that conversation would be starting soon and who would be leading the conversation (ie. HR, Finance & Administration, etc.)

Lindsey said it would likely be both HR and F&A and that it would ultimately have to span the whole institution; conversations have started about this, but they are still investigating options.

Marie thanked Lindsey, Dakota, and Russ for coming.

OLD BUSINESS

Marie said that the Executive Committee met with President Morehead last month and mentioned that he shared that there was a committee looking a central location for the museum’s holding.

Marie also mentioned the Policy Portal that went live and thanked both Laura Kelley and Michael Lewis for their hard work on that.

Staff Appreciation Day is May 15. An ArchNews with details will come out on May 13th.

One June 30th the old UGA Self Service site will be decommissioned so staff should download any W2’s that are housed on that system.

The Staff Professional Development Task Force has been conducting focus groups and will be presenting recommendations on August 1st.

Savannah Hembree spoke on behalf of the Nominating Committee and reminded the group that they are still taking nominations for the Executive-At-Large members and the University Council positions. Nominations should be mailed to Savannah Hembree of Stuart Ivy.

Laura gave an update about the bridge that crosses East Campus Road, before you get to the stadium. The bridge is not university owned and the university isn’t allowed to replace it so it would require negotiation with the railroad and/or city. Marie said she’d continue to investigate it.
Stuart said that the Staff Council website is days away from being moved to a new server.

The next Executive Committee meeting will be Tuesday, May 28 and the next Staff Council Meeting will be on Wednesday, June 5.

Meeting was adjourned 3:32 pm.