



## PASC Meeting Agenda

February 3, 2016

10:00 AM – 12:00 PM

University Center, Council Room

Call to Order - 10:04am

Approval of Minutes – Tabled until Wednesday, 2/10 via email

Approval of the Agenda – No changes.

### 10:00-11:00 am

**Guests Star Marshall Parks, Director of Human Resources**

- No formal presentation, but has survey responses and will present and accept questions based on the issues brought out
  - Big picture compensation overview
    - Most employees nationally (89%) feel they should be paid more
    - 2012 – told BOT that we were falling behind in compensation, need to take action
      - Compensation Identity plan – goal was to go from 76% of peers to 90%, had a 5 year goal
      - Wanted to be honest about pay – UNC isn't about being highest paid, it's not who we are
    - Since 2012, invested almost 3.8 in increases in salaries, additional increases in benefits (insurance premiums, etc)
      - Now we are at about 88.5% parity
      - Guess that this year's raises (from last august) will get us to 90%
    - This has been the biggest commitment to improving salaries in at least 75 years
    - NCHEMS has given us 10 peer institutions for comparison; progress is measured against this group, though some positions not equated.
      - In this case, use all doctoral institutions
    - In April we will have an update from HR
  - State funding is roughly 15-20% of our budget; that is down from 75%
    - This means state funding is a marginal piece of our salary adjustments
    - Expect decently steady funding from state; tuition and enrollment is driving our budget
    - Working on a new funding model this year – may hear from Michelle Quinn
  - Raises haven't been given
    - Once we hit the target (90%), will reevaluate the next step
    - Transparency: fiscal sustainability plan has raises built in (about 3% this year, 3-5% in other years); though that is a commitment, it is based on enrollment
      - If we fall behind on enrollment, this may not be possible
  - Competitive with other institutions and non-education jobs
    - We are constantly benchmarking other higher ed institutions, but depending on the job we also compare outside the market
  - Banding project will help us fine tune our target rather than just 180 positions
  - Working 50+ hours without compensation
    - Most exempt employees are also exempt from overtime on FLSA

- Everyone has peaks, but if that is happening regularly then there is clearly a structural deficit – reevaluate staffing
    - a. Staffing plan can help address where there are too many or too few staff and reallocate resources
    - b. No new hiring, but can readjust positions
  - If salary more than 27,500, a job can be evaluated for overtime, but likely not qualified
    - Salaries less than 27,500 are automatically eligible for overtime
    - That number is very outdated, gov't currently working on raising that amount
      - a. Political complications have stalled this legislation; may go into effect July 1, 2016 but may not happen until after election
        - i. Democrat elected, may go through January 1, 2017
        - ii. Republican, likely longer
      - b. Legislation will impact roughly half of our exempt staff
    - Comp time is an option
- Gender Differences in Pay
  - Every year an Affirmative Action plan is made with the faculty and staff on both gender and race
  - Each year we end up with 5-7 jobs that fall outside of standard deviation
    - Last year we had 7; 3 faculty, 2 classified, 1 exempt
    - 3 cases, females higher paid than males. 4 cases, opposite
      - Mostly found in tenure-track faculty (historical issues)
      - Newer positions have less of these issues
  - Total bottom of UNC: Difference between M & F is .4% difference – males higher this year, but has flipped in the past.
  - 490 PDQs were submitted for banding and 360 had unique titles, which makes banding more challenging, but more meaningful when comparing salaries and help equate salaries
  - Lots of women in senior leadership that help make these decisions and are intentional with pay decisions
- Banding Project update
  - Committee meeting this Thursday
    - Will do one last review of the bands and review first regression analysis
    - Bands distributed in February
    - Still on track to take effect July 1
  - Internal equity and comparisons with previously unmatched positions are main focus
  - Concerns:
    - Downgrading of positions as result
      - No one's pay will be reduced and titles won't be changed at this time
        - a. May seek more consistency in titles in the future
      - Reason banding was chosen is because it most accurately accounts for the kind of work we do
        - a. Other options were more hierarchical, banding is based more on decision-making
        - b. Cal-Berkeley did this a while back and it has been very successful
    - Fewer opportunities for advancement/salary increases
      - Project is not really about distribution of money—not designed to impact salary increase pool
      - Alternatively, will have a chunk of folks who will be below the minimum for their band and we will get them up to minimum
      - May need to do this in stages so that we don't blow through the entire pool
      - Likely will address lowest in their bands first
        - a. Those at the top of the band might get a slightly smaller raise and the difference allocated to get those below minimum caught up
- Questions from council:

- Can you share an update after your Thursday meeting? We feel there's been radio silence about the project.
  - Must keep exec staff updated first, then can share and are striving to get something timely out
- More detail about how bands are determined?
  - Combo of art & science – review PDQ, what is their role, what decisions are they making. Based on PDQ and percentages of time allocated for job duties
  - Continuously reviewing PDQs as jobs change
  - Welcome someone from PASC is welcome to be part of this
  - Sent PDQs without titles and pay initially and then sent titles to see where huge discrepancies lied
- Other factors about moving into bands?
  - Will likely be seniority in the position. Kay is a strong believer in merit
- Will we see all positions in bands? Or just our own?
  - Haven't decided yet what to do with that—it will be record since we are a public entity
  - Right now it's an annual report
- How will titles impact this?
  - Will have staff with same and different titles in different bands
  - First priority is banding, then paying fairly, THEN titles
  - May move to structural and working titles (Senior Dining Manager vs Assistant Director of Catering)
- Will people at the top of their band still get MOE increases?
  - Top of band will likely move with increases in cost of living, so we will decide what to do with that going forward

#### 11:00am-11:40pm

- Exempt Employee Survey Results presented- Matt Brinton
  - 104 responses – 20% of overall staff
  - Themes
    - Hoping to use “Guest Stars” to address the things brought up in the survey
    - Salary and compensation was huge – Marshall covered things
      - Disappointed in lack of attendance to these meetings for people concerned about salary
    - Things people want to know about:
      - Professional Development
      - PASC Events
      - Ways employees can network and collaborate
    - How people want to be communicated with:
      - 99% said email, but complained about not knowing things that were clearly shared via email
        - How do we get people to open emails? It's already out there—we need folks to read the emails they're getting
    - Operational budget allocation:
      - Professional Development—50%
        - How can we reinvest in employees? More PD grants? Workshops? Luncheons?
        - Will not reinvent the wheel—support CETL, etc
        - We can spend money!
    - Biggest issues facing employees:
      - Salary/Compensation/Benefits was largest
      - Professional Development second
      - Diversity Issues and Trainings
      - Connection and Collaboration outside of their offices/departments

- Opportunities about PASC
    - Informal happy hour opportunities
- Value in book scholarships vs grants:
  - Grants were more popular with those not in classes
    - Take some of our money and add additional opportunities
      - More cycles?
      - More grants?
- Anything else:
  - Professional Development
  - Banding project involvement
  - Don't know about PASC and what PASC is
    - How do we share what we are and what we do? Campaigning to read your emails, get involved.
    - Being representatives – communicate with your areas!
    - Welcome emails to each division from representatives, perhaps going to staff meetings to discuss PASC and its roles and responsibilities
    - Communications committee will create an “elevator pitch” to talk about PASC
    - Summarize meeting and link to minutes in Newsletter
- Can we do other events rather than happy hours? Staff who do not align with drinking/breweries/etc. Can we get on board with other events?
- Campus Commons Engagement Committee update- Matt Brinton
  - Committees addressing communication and engagement
  - Each group working on own survey, decided to combine survey to better tie data together
    - Should be developed this week and reviewed next week
    - Will be sent to all employees, all students, and some community members
  - Creating a 2-3 minute video to overview what it's for and what they're doing with project
  - Architects showed new layouts and drawings
    - 2 story structure built into the hill
    - Deliberate connection to UC; two entrances
  - Project moving forward and more details coming out soon
- Proposal for Guest Stars for future PASC meetings update
  - Elizabeth waiting for Gloria to email schedule of who will attend meetings and topics

#### **PASC Committee Reports**

- Grants and Scholarships- Chris Garcia
  - Discussed survey issues about professional development
    - Right now spending at standstill with donations
    - What types of things can we pay for?
      - Can we pay for GRE and other tests? Certifications?
    - Book scholarships will stay the same, 4 \$100 in spring and fall, 2 in summer
    - Timing discussion on grants
      - March-September will stay the same
      - May will change
        - Jan-April, 2 grant opportunities
        - May-August, 2
        - September-December, 2
      - \$250? Should we adjust the number?
    - Structuring is being reevaluated
      - Deciding on how to give grants
      - Do we give out smaller scholarships?
- Community Engagement and Employee Recognition- Aimee Rogers
  - Bear Pantry
    - Haven't heard back from DOS, but will update

- Bring donations to march meeting
- Adopt a Spot
  - Order same things from previous year for spot
  - Spot is between Kepner and Chipotle
    - Will be seeking volunteers
- Employee Banquet Update
  - April 11<sup>th</sup>, 5-8:30pm
  - Met last week and chose theme: Olympics
  - Menu same as last year
  - 10 people retired in 2015, 60-65 people being recognized
    - People can verify through UNC Today
- Special Events and Fundraising- Kim Betz and Melissa Hoffner
  - Monday, February 8<sup>th</sup>
  - 9 bakers
  - Volunteers are full!
- Communication- Matthew Doyle
  - If you want anything in newsletter let us know
  - Will have newsletter in Feb
- BOT
  - Approved multilingual education masters program
- Other announcements
  - Success Looks Like Me panels

#### **Closing Reminders**

- Reminder Dessert Bakeoff Feb. 8<sup>th</sup> from 12-1:30, Columbine Suites, Bakers needed
- Adjourn

Excused:

Chris Gomez

Ben Rudolph

Attendance:

Elizabeth Mahoney

Savana Stewart

Matthew Doyle

Chris Garcia

Nate Gismot

Matthew Langford

Matt Brinton

Hayley Hull

Kim Betz

Melissa Hoffner

Eva Rodriguez

Christine Crouse

Robyn Weber

Rick Hoines-Brumback

John Wieser

Aimee Rogers

Guests:

Marshall Parks  
Tamara Yakaboski  
HESAL Students -