

# UNIVERSITY STAFF ADVISORY COMMITTEE

## Business Meeting Minutes

February 28, 2018

Dave Griner Room

8:30 – 10:30 a.m.

**In Attendance:** Andrew Jordan, Sunny Zong, Jodie Joerg-Andreoli, Tracey Pawlowski, Courtney Sanders, Tim Lombardo, Stacey Copley, Traci Laub, Abby Whaley, Marilyn Frueh, Cesar Seguil, Chrissy Sprouse, Christine Benadum, Ginny Corso, Lisa Mayhugh, Kelli Kaiser, Morgan Buckner, Twhila Holley, Megan Hasting, Liz Gordon-Canlas, Cindy Davis, Tom Gessells, Niki Prete, Kris Myers, Aaron Moore

### Call to Order

### Adoption of the Agenda

### Approval of the Previous Meeting Minutes

### Executive Committee Reports

#### Chair:

- Liz has a meeting today about the Young Professionals Employee Resource Group/affiliated group

#### Chair Elect:

- Standing Items

#### Communications:

#### Treasurer/Recorder:

### Subcommittee Reports

#### Governance:

#### Staff Compensation & Benefits (SCBS):

- Staff Advisory Council engagement
- Provost Report
- New Hire Networking Event

#### Outreach & Engagement (O&E):

- Staff Benefits and Wellness Expo Update

#### Diversity & Inclusion Taskforce:

### OHR Liaison Report

#### Old Business

#### New Business

### Visit by Susan Basso, Senior Vice President of Talent, Culture & Human Resources and Marjie Hamlett, OHR Chief of Staff (8:30 – 9:30 AM)

- OSUHR Strategic Plan is still in draft form and Susan and the OHR team is interested in continuing to receive feedback moving forward
- Particular interest a strategic roadmap for OHR over the next five years that builds upon and existing and upcoming initiatives

- Three Focus Areas
  - HR Excellence
  - Talent Management
  - Total Rewards
  
- Five Core Foundational Themes:
  - Change Management (especially as new initiatives arise and are implemented)
  - Communication
  - Compliance/Management of Risk
  - Culture (what is unique to the OSU culture?)
  - Diversity & Inclusion
  
- HR Excellence (excelling in the fundamental aspects of the unit):
  - *Customer Service*: With eleven shared services center on campus and one at the Medical Center, how do we create a consistent experience throughout each service center to promote equitability and fairness?
  - *HR Service Delivery Model*: how to professionalize and provide development opportunities to HR employees across a decentralized institution
  - *Policy & Process*: opportunity for USAC to continue to engage in policy development, updates
  - *HR Community of Practice, Systems Data & Operations, Transactional Efficacy*

Questions:

- Can you talk a bit more about how you plan to create accountability across HR staff in a decentralized institution?
  - Susan was able to transform the service delivery model at Penn State by focusing on comprehensive communications, oversight, and accountability mechanisms
  - Communication will be a primary focus
  - Overcoming barriers to creating a sustainable service delivery model is key (i.e. finding a balance between decentralized HR within units and creating transactional efficacy/equitability)
  - HR will deploy a thoughtful, deliberate approach in creating accountability across the institution
  
- How do you see USAC's role in facilitating this vision?
  - USAC can be a key partner in helping to communicate HR strategy as well as staff interests & concerns and can help staff to understand the value in OHR initiatives
  
- Sometimes there is a disconnect with how compliance and policy issues are interpreted within colleges and units. Having HR professional in colleges and units reporting to OHR would help Shared Service Centers with compliance-based responsibilities.
  - OHR recognizes that it may be a long-term transition and interested in beginning the process by taking HR people on tours to other institutions to observe different HR models
  
- Talent Management
  - Planning to hire an associate vice president for talent, diversity, and leadership, which will prioritize talent management
  - *Employer Branding*: how do people think about OSU?



- *Engagement*: how engaged are employees? Staff are a huge constituency – how can we enhance their engagement?
- *Onboarding* – how can we create more consistency? Every employee, from day 1, should feel incredibly welcomed. They should be able to start working on day 1 (getting technology ready, getting ID, parking pass, etc. should happen beforehand.
- *Performance Management*: managing the expectations of a generation of employees; how do we help employees be their best self;
- *Performance Management*
- *Professional & Leadership Development*: we must have solid programs that identify top performers and emerging leaders so that we can develop & invest in their professional careers
- *Workforce planning*: what does the future of our workforce look like? How do we retain staff without requiring them to manage others?

USAC Question:

- The Medical Center has an orientation process for every new employee – is there interest in doing something similar on the university side?
  - Although orientation should happen at the unit level, templates can be developed to create consistency among a new staff orientation experience
- Thinking about the hiring/interviewing phase, have you looked into making sure that hiring committees have implicit bias training prior to searches?
  - Ohio State is doing a good job in this area, with many high-level search committees requiring Implicit Bias training, but there is an opportunity to push this down to unit-based hiring processes as well
- The manager providing performance management/feedback is varied across the board. Will there be training to standardize this?
  - Absolutely – training is key. So many managers emphasize the tool, but it will be critical to educate supervisors on the importance of performance management techniques.
- Total Rewards
  - *Compensation & Classification*: OSU has been working for 7-10 years to fix this issue and OHR is committed to addressing this moving forward.
    - USAC can help to manage expectations – in this work, there can be *perceived* winners and losers, and we could use everyone’s help in how this work is communicated.
    - We have to shape the conversation so people understand that they are not being de-valued – we are simply working to adhere to Dept. of Labor classifications so that we can define career ladders and help staff to better understand career paths in this way we feel like everyone will win as we will now have defined paths to work within.

Questions:

- There has been discussion about employers offering student loan forgiveness programs in lieu of certain retirement benefits. Is there any discussion around that?
  - OHR is working to develop a better understanding of the challenges of our millennial workforce and is pursuing ways to provide professional development opportunities for this workforce. What can HR do to help develop young professionals and help them to overcome challenges?
- Will it be clear to employees if a move they are making is a promotion, demotion, or lateral move once the class & comp project is complete?



- Yes - right now, that is not clear with current classifications. With the new class & comp definitions, this will be clarified so that staff have a better understanding of their career paths
- There seems to be a theme where employees retire and then return to the workforce. How do we capitalize on their institutional knowledge & expertise?
  - This is not common in other states, and goes against a talent strategy for top performers. HR can work to strike a balance to keep retirees engaged post-retirement.

**Council on the Physical Environmental update by appointee, John Blust, Finance Manager, Office of Student Life (9:30 – 9:45 AM)**

- There hasn't been an explicit directive from University Senate for the committee this year, so the committee has been collecting more information about upcoming changes and initiatives (Framework 2.0, Comprehensive Energy Management Plan, etc.)
- CEMP: 50 staff affected by the transition, and those staff are now employed by the company
- Brief report on update to the Cannon Drive project
- John will be rolling of COPE this year, so there will be an opening for another staff member moving forward
- 2 staff members on the committee currently;
- Has there been discussions about the potential loss of green space with new developments? Yes – there has been discussions about how to increase the tree canopy on campus by 50% and it is definitely a priority for the committee
- Does the committee discuss regional campuses as well? There is a faculty member from an extension office on the committee, but the focus is primarily on the Columbus campus, although if there was something major going on at a regional campus, the committee would most likely discuss it.

**Health Plan presentation on the Narrow Network Initiative by Kelly Hamilton, Chief Financial and Administrative Officer, OSU Health Plan; Theresa Shipley, Susan Myer, and Pam Doseck (9:45 – 10:30 AM)**

- The Health Plan presented an update on the Narrow Network Initiative to the general USAC membership. A PPT of the presentation is available in the USAC Box Folder.
- Health Plan Oversight Committee: Megan Hasting is the USAC representative for this committee and can answer any questions about the committee makeup/charges directly.

**Announcements**  
**Adjournment**

