Business Meeting
Minutes
May 11, 2022
Hybrid Meeting - Microsoft Teams
& Meling Hall Rm 234
8:30 - 10:30 a.m.

In Attendance:
Steven Loborec, Laurel Van Dromme, Debbie Pond, Emily Kelley, Justin Lahmers, Faith Kline, Kynthia Droesch, Sherri Hall, Annie Bingman, Jennifer Elliott, Courtney Gandy, Tina Bogac, Patrick Weeks, Elizabeth Hosket, Drew Miller, Tracey Boggs, Shelby Dawkins, Casey Henceroth, Jason Homan, Allison Jones, AnnaBell Kinsel, Margaret Nevrekar, Sloane Trusso, Ana Casado, and Brandon Gibbs.

Call to Order 8:32
Adoption of the Agenda
Approval of the Previous Meetings' Minutes  April 27, 2022

Executive Committee Reports
Chair:

- Last Wednesday, Steven attended the end-of-the-year University Senate Celebration. Steven presented a summary of the USAC annual report.
  - USAC Chair and Chair-Elect are non-voting member of University Senate, and both are members of the Senate Steering Committee (only Chair votes in Senate Steering Committee).
- Steven was on the platform at Commencement on Sunday as a USAC representative.
- Executive committee is working on the draft of the annual report. Draft for review will be sent to the full committee next week. We will potentially be making four recommendations: 1) Winter recess permanence; 2) Mental health in the sick leave policy; 3) General compensation recommendation with two parts: a) move to being market competitive and b) a pool for both inflation increase and merit increase; and 4) Proactively promoting and supporting flexible work agreements more broadly.
  - Tracey Boggs asked if the permanent winter recess proposal would it be the days off (University)/money split (WMC) like last year? Steven responded that the recommendation would go farther than last year when we used the Short-Term Leave policy. The proposal is to allow any and all staff to participate in Winter Recess unless there is some justifiable reason for them to have to work. The proposal is to use the current holiday staffing plan for the staff that cannot take off, like bedside nurses. Shelby Dawkins commented that the bonus for clinical staff that could not take the days off, shouldn’t be assumed to happen every year.
  - Tina Bogac asked if the recommendation for increasing the AMCP pool is specifically for next year only or in general? Steven responded that the recommendation does not specify for next year only. The university must move compensation in line with inflation. Tina added that we should add a start date of end of fiscal year 2023 for the pool to the recommendation. Steven added that during the AMCP process, the president’s office and cabinet decide on an average merit percentage and then units decide how
the percentage is spread amongst staff. Steven commented that the AMCP rate is usually announced in June, so this is a great time for our recommendation. Justin Lahmers commented that it sounds like we are recommending two different things: market adjustment and an increase in merit pool. Is there a floor to AMCP? Brandon Gibbs will ask our compensation team for the answer. Shelby Dawkins supports recommending a floor for AMCP, even when staff may not be doing great work. The manager’s responsibility is to raise the staff member’s performance. Steven commented that we should focus on what is likely to happen and will benefit all staff. Laurel asked how AMCP is supposed to work? Brandon Gibbs commented that it is meant to be merit-based but stellar departments are not able to reward their employees adequately. Maybe there should be a separate pool for merit increases instead of inflation increases. Annie Bingman commented that we need a larger percentage pool to work from. It needs to happen this year because we are going to have even more staff turnover. Annie thinks it would be great to have a cost-of-living increase for everyone and a smaller AMCP increase for performance. Annie asked how AMCP is supposed to work? Brandon Gibbs commented that it is meant to be merit-based but stellar departments are not able to reward their employees adequately. Maybe there should be a separate pool for merit increases instead of inflation increases. Annie Bingman commented that we need a larger percentage pool to work from. It needs to happen this year because we are going to have even more staff turnover. Annie thinks it would be great to have a cost-of-living increase for everyone and a smaller AMCP increase for performance. Annie stated that she has been told she cannot give certain ratings because of how it is tied to merit increases. Steven commented that he thinks the concept of a centrally mandated percentage is intended to account for a general market adjustment - and the nuances of who gets a little more or a little less than the average is intended to represent merit differences. Tina Bogac commented that it is hard to differentiate between average and stellar employees when the difference in merit pay is .5% or less. If the pool were larger, it would be easier to reward the high performers. Brandon agreed with Tina stating that there should be a baseline and then extra money for high performers. Shelby commented that the inequities are so big that continuing to give the minimum merit increases is compounding the issue. Allison Jones asked if there is currently any guidance or training provided to managers about how to assess achievement? Allison would love to see a separate pool for merit vs. cost of living, but also some guidance about using rubrics or other tools to assess achievement, so it doesn't feel subjective. Brandon replied that there is a toolkit for managers to make merit decisions and have conversations with their employees. The size of Ohio State makes it hard to ensure that all managers are doing the same thing.

- Steven and Laurel met with Jeff Risinger last week. Winter Recess will not be on the agenda for the May Board of Trustees meeting for a vote.
- Last week, the Presidential Staff Award was presented to a staff member via a virtual meeting including President Johnson. Kynthia Droesch was awarded a Distinguished Staff Award! Way to go, Kynthia! AnnaBell Kinsel was a member of the selection committee. The awards luncheon is this Friday.
- WMC CEO search is moving forward. The committee is hoping to announce their candidate soon.

**Chair Elect:**
- No updates due to time constraints.

**Communications:**
- No updates due to time constraints.

**Secretary/Treasurer:**
- No updates due to time constraints.
Subcommittee Reports

Inclusive Excellence (IE):
- No updates due to time constraints.

Governance:
- No updates due to time constraints.

Outreach & Engagement (O&E):
- No updates due to time constraints.

Staff Affairs (SA):
- No updates due to time constraints.

Task Forces

Communications:
- No updates due to time constraints.

OHR Liaison Report
- No updates due to time constraints.

Items for Informational Purposes

Operations Manual Updates Discussion – Governance Subcommittee (9:45-10:00)
- Vote on the revisions will be held at the May 25th business meeting.
- Jason Homan and Casey Henceroth revised the Operations Manual.
- Intent was to do basic cleanup and focus on the Staff Senator Election Process.
- **Primary Updates to Operations Manual from May 2021 version:**
  - Updated format and font color to be consistent throughout document.
  - Membership, Eligibility:
    - Updated requirement for continuous regular staff service from two years to one year to reflect change in Bylaws implemented in 2021.
  - Membership Responsibilities & Expectations, Attendance:
    - Changed who members notify when they can’t attend USAC functions from chair or chair-elect to secretary/treasurer.
  - Election Task Force:
    - Clarified that task force will inform nominees for elected offices how many nominations they receive for each position they are nominated.
    - Also clarified that nomination information will remain confidential between the nominee and task force; only the position they are nominated for will be shared with the rest of USAC if they accept the nomination.
  - Election Procedures:
    - Now require voting for offer elections to take place electronically and allowing them to occur beyond the time of the meeting at which candidates present their platforms.
    - Now require platform presentations to be recorded and distributed to USAC members for review after platform meeting.
  - Guidelines for USAC Appointment for Standing External Committee Representatives:
    - Adjusted timeline slightly for this process: May instead of June for “call for application” and June instead of July for scoring the applicants.
  - University Staff Senator Selection Process:
- Changed all references to storing files in Box to Microsoft Teams.
- Removed any instance of “in-person” activities.
- Added pre-recorded videos as a requirement for the candidate packets.
- Adjust timeline to conclude election by end of June.
- Updated to require electronic voting and allow for voting to occur outside of official meeting times.
  - Future considerations:
    - Be sure to discuss election procedures early in the 2022-23 USAC year.
    - Consider changes to membership procedures, especially if new leadership positions related to membership engagement are considered.
    - Continue considering operations in terms of in-person, hybrid, and virtual activities through USAC.
    - Consider updating references to Robert’s Rules of Order for meetings and activities.
- Laurel asked for more discussion around the change to make the number of nominations known to the nominee. What is the value?
  - Sherri Hall commented that the value is to the nominee and their decision to proceed with the process.
  - Jen Elliott commented that it is also more transparent for the nominee.
  - The number of nominations is only known to the nominee. This needs to be clarified in the language of the revision.
- Steven commented that we should vote on the changes individually as concepts and not as wholesale changes to the document.
- Updates document and the clean copy of the revised manual can be found here:
  - Updates to Operations Manual - May 2022

HR Updates and Listening Session – Jeff Risinger w/J.R. Blackburn (10:00-10:30)
- Dr. Jeff Risinger updates:
  - Jeff started the discussion yesterday in President’s Cabinet regarding Winter Recess. Jeff presented the research and benchmarking that USAC has done on the topic. President Johnson asked Jeff to return and make recommendations soon.
  - HR is investing a lot of time and attention into Workday. Performance is getting better. As HR processes are better resolved and more efficient in Workday, HR associates can focus on more strategic aspects like employee development, succession planning, AMCP, and internal promotion. An internal training team devoted to Workday is being started.
  - A comprehensive employee engagement process and survey will begin in the fall for both WMC and university. This is one of the President’s goals. USAC can collaborate with HR on the survey. There will be some questions around the Shared Values work. There are also a set of standard questions that allow us to benchmark against the nation and then unique questions to Ohio State. Fiscal year 2023 will be mostly data collection. Last comprehensive data collection with in 2014. President Johnson must report to the board regarding how well she is improving employee engagement, and it has been built into the strategic measures. We will create a “Best Places to Work” within Ohio State to create friendly competition. The data will inform the actions to take. There will not be one-size-fits-all actions for all units – this is too big of a place for us all to have the same issues.
- JR Blackburn updates:
  - JR commented that it was a real team effort to make Winter Recess happen last year. JR and Jeff have a strong partnership centered around making sure the President’s Office is focused on the staff and faculty experience. USAC has
been helpful regarding what parts of the staff experience need to be amplified or made better and exploring new ideas, like a staff ombudsman.

- JR thinks we are undergoing a transformation on how we make goals and strategy at the university. The accountability of the President and then the President to the Cabinet. Performed a massive performance review of the Cabinet last year. A unified scorecard was built to align units. The creation of the university scorecard will give us a common vision and focus. The scorecards are private and proprietary. The themes are public, however. Trying to ensure that the five high outcomes of the university tie to each unit and work there way down. This is a culture shift that will take time. Jeff added that there will be strategic communications regarding the scorecard, delineating the private and public data that can be shared.

- President Johnson has been focused on fulfilling the land grant mission. There is a new document about Ohio State’s impact across the state of Ohio. There will be a new website over the next year highlighting the impact in all 88 counties. It will create a repository of the great work being done and highlighting it.

- Fall will hopefully be the first full “normal” year for President Johnson. We have stepped back from the testing regiment for students. The institution is over 93% vaccinated currently. The way our community responded allowed us to keep moving forward.

- The President’s schedule is already plotted thru fall and even some events into Spring 2023.

- President Johnson commented about how enjoyable and meaningful the Investiture Wellness event was in November.

- Steven Loborec shared the four USAC annual report recommendations with Jeff and JR.
- Emily Kelley asked if there is a review process for employees that denied their Career Roadmap position mapping, but their manager did not engage with the manager part of the process. Jeff commented that there is still a review process for all mapping denials. It is not a requirement that there be alignment between the staff member and the manager. Jeff reiterated that all denials will get a thorough review. Ana Casado asked about a coworker that disputed their mapping and their manager mapped them even lower than originally mapped. Jeff responded that in any situation where the employee is still not happy with the response, there is still an open review that needs to occur. Jeff has engaged in some one-off conversations about this. If employees feel that like the process has been shut down and there was not a thorough conversation, Jeff is not opposed to opening the conversation back up. It is really important for all results to be accurate and even if staff still disagree, there should be a logical explanation. Go-live date is now set for November. Issues can still be resolved past November. 83% of the 26,000 initial letters were accepted.

**Items for Group Discussion**

**Adjournment** 10:32 a.m.