University of Wisconsin System
University Personnel System Development


(It’s a DRAFT.)
What is UPS?

- UPS created in § 36.115, Wis. Stats.
- Two systems will be implemented on July 1, 2013
  - UW-Madison
  - Balance of UW System
- Structure used to recruit, appoint, pay, provide benefits to, and manage personnel matters
- UPS governed by the UW Board of Regents, not OSER
- Is not a computer system. It will not replace the Human Resource System.
- Implementation is July 1, 2013 but there will be continued work after implementation
- 2011-13 biennial budget (2011 Act 32) did not provide funding or a budget for UPS
- Historic opportunity to create and improve personnel system
- A huge endeavor that will affect all stakeholders
- All members of the University Workforce are stakeholders
Legislative Intent of Wis. Stat.§ 36.115

Office of State Employment Relations

- Titles
- Compensation
- Labor Relations

University of Wisconsin

- Titles
- Compensation

State Agency Employees (DOA, DNR, DOT, etc.)

UW-Madison

Balance of the UW System

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UW System Mission

• The mission of the University of Wisconsin System is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities, scientific, professional and technological expertise, and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training, and public service designed to educate people and improve the human condition. Basic to every purpose of the UW System is the search for truth.
Organizational Structure for the New University Personnel System Development

- University of Wisconsin System Board of Regents
- University of Wisconsin System Board of Regents Business, Finance, and Audit Committee
- UW System UPS Development Groups
- UPS Task Force
- UW-Madison HR Design Project
- UPS Steering Group
- UWSA Advisory Committee
- UWSA Office of Human Resources and Workforce Diversity
- Ad Hoc Collaboration Team
UW System and UW-Madison Collaboration

Five Levels of Collaboration

- **UPS Task Force**
  - Setting strategic direction for the initiative
  - Defining priorities

- **UPS Steering Committee**
  - Developing strategies for securing internal and external approval
  - Coordinating communication and messaging strategy
  - Coordinating project structures, schedules and phasing

- **UW-Madison Advisory Committee**
  - Advising project leaders on overall direction, critical issues and work team recommendations
  - Acting as liaisons to respective constituent groups

- **Project Leads**
  - Identifying and sharing emerging themes
  - Discussing opportunities and risks
  - Defining key areas where consistency is necessary

- **Work Teams and Support teams**
  - Sharing information through weekly work team leads/facilitators meetings
  - Sharing benchmarking information and research
Current State Assessment

- UW institutions employees were asked to identify three things:
  - Current state problem, symptom or limitation
  - Impact of problem, symptom or limitation
  - Institution assigned priority
UPS Organizing Principles

- **Simplicity** promotes efficient and effective policies and procedures.
- **Consistency** provides for fairness of policies and procedures.
- **Coherence** governs over simplicity and consistency so that the desire for one do not overtake the other in the development of new personnel system. With coherence, different aspects of the new system will work together toward fulfilling the purposes of a personnel system.
UPS Timeline

• April 2012 - May 2012: Initial review of recommendations by stakeholders
• June 2012 - August 2012: Refine project team’s draft proposal of the new UPS
• August 15, 2012 – October 19, 2012: Review of draft proposal by stakeholders
• November 2012 – March 2013: Finalization of new personnel system, send to Chancellors, Board of Regents, and Joint Committee On Employee Relations
• March 2013 – June 2013: Prepare for implementation
• July 1, 2013: UPS implementation begins
• July 1, 2013 – Forward: Continued work on topics to be studied (TBS) (e.g. titling and compensation)
It’s a DRAFT

- Discussions among stakeholders ongoing
- Remain open-minded on recommendations
- Awareness of the collective good
- First impressions & initial reactions should be respectful and respected
- Topics to be studied (TBS)
UPS Work Groups

• **Employee Categories** - UW System positions are configured in several employment categories (e.g., academic staff, classified, limited and faculty.) These employment categories are defined by two personnel structures (classified and unclassified) authorized by state statute § 36.115 and §. 230. Depending on the employment category, individual positions have specific attributes (benefits, compensation structures, etc.). As part of the design effort, the work group needs to review these employment categories to determine if changes and/or modifications should be made.

• **Compensation** - UW System has different compensation tools for different types of employment categories. These tools range from methods that provide pay flexibility for managers to more rigid structures that do not allow managers to negotiate starting pay or make needed adjustments. This work team will review compensation practices (internally and externally) and recommend options that will ensure the new personnel system implements pay approaches that are competitive and meet the needs of each institution.
UPS Work Groups

• **Benefits** - Other than the state-administered health, life, and disability insurance programs, plus Wisconsin Retirement System coverage, UW System has the opportunity to review benefit programs, levels and configurations and design alternative options. This work team will be charged with reviewing, assessing, and developing benefit options (e.g., supplemental insurances, tuition, and leave configurations). This team will also review benefit differences among current employment categories (e.g., amount of leave earned, eligibility periods to use leave, certain supplemental insurances) and decide if changes should be recommended.

• **Employee Environment** - Individual and organizational performance depends on many factors, but two that play a large role are the relationship between the supervisor and the individual employee and the employee’s sense of satisfaction in her or his job. Performance management, career progression, job security and discipline appeal rights are all elements of creating a positive employment environment. By assessing current processes in all UW employment categories and recommending the best options, this work team will ensure the new personnel system provides the most effective employment environment management strategies.
UPS Work Groups

• **Recruitment & Assessment** - The current employment categories require different methods to recruit, evaluate, and select UW System employees. Methods range from the search and screen process (e.g., résumé and cover letter, interviews, hire) to more traditional public sector approaches (e.g., walk-in exam centers where top scorers get referred for interview and selection). This work team will assess various recruitment and assessment practices (internal and external) and recommend options that will ensure UW System has efficient and competitive hiring practices.

• **Employee Movement** - Currently UW System classified employees have the ability to move between UW institutions and State agencies. Leave balances and seniority usually move with a transferring employee. This work group will analyze whether or how and in what employment categories job movement should occur in the new personnel system and whether leave balances and seniority should be affected.
Employee Categories
Recommendations

• Five employee categories
• Governance rights for Operational Staff
• All current classified staff who hold FLSA (Fair Labor Standards Act) exempt status be included in the category of Academic Staff (FLSA defines which positions are mandated to receive overtime compensation)
• Titles organized by function (job families)
• Titles for career progression (TBS – tied to compensation studies)
Employee Categories Recommendations

University Workforce

Operational Staff

Faculty

Limited (At-Will)

Academic Staff

Student Assistants and Employees-in-Training

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Employee Categories Recommendations

- **Job families**

<table>
<thead>
<tr>
<th>Executive</th>
<th>Food Service &amp; Hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction &amp; Research</td>
<td>Public Relations Marketing/Development Programs</td>
</tr>
<tr>
<td>Administrative &amp; Business Operations</td>
<td>Public Safety</td>
</tr>
<tr>
<td>Facilities Planning &amp; Operation</td>
<td>Athletics &amp; Recreation</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Student Assistants &amp; Employees-in-Training</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Student Services</td>
</tr>
<tr>
<td>Library/Museum</td>
<td>Continuing Education, Outreach &amp; Distance Learning</td>
</tr>
<tr>
<td>Design &amp; Media</td>
<td></td>
</tr>
</tbody>
</table>
## Employee Categories Recommendations

- **Example of titles in a job family (Facilities Planning & Operation)**

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Current system</th>
<th>FLSA Status</th>
<th>Proposed Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodian</td>
<td>Classified</td>
<td>Non-exempt (hourly)</td>
<td>Operational Staff</td>
</tr>
<tr>
<td>Custodian Lead</td>
<td>Classified</td>
<td>Non-exempt (hourly)</td>
<td>Operational Staff</td>
</tr>
<tr>
<td>Custodial Services Supervisor</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Custodial Serv Program Super</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Bldgs/Grounds Supervisor</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Bldgs/Grounds Superintendent</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Groundskeeper</td>
<td>Classified</td>
<td>Non-exempt (hourly)</td>
<td>Operational Staff</td>
</tr>
<tr>
<td>Gardener</td>
<td>Classified</td>
<td>Non-exempt (hourly)</td>
<td>Operational Staff</td>
</tr>
<tr>
<td>Bldgs/Grounds Supervisor</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Bldgs/Grounds Superintendent</td>
<td>Classified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Asst. Director, Physical Plant</td>
<td>Unclassified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Assoc. Director, Phys. Plant</td>
<td>Unclassified</td>
<td>Exempt (salaried)</td>
<td>Academic Staff</td>
</tr>
<tr>
<td>Director, Physical Plant</td>
<td>Unclassified</td>
<td>Exempt (salaried)</td>
<td>Limited (At-Will)</td>
</tr>
</tbody>
</table>
Compensation Recommendations

• Simplify existing structure and rules

• Compensation Philosophy:
  • The University of Wisconsin System has a growth agenda with three core principles: to grow people, jobs and communities. In order to fulfill its mission, the UW System shall maintain a comprehensive compensation program directed toward attracting, retaining and rewarding a qualified and diverse workforce. Employee compensation shall be externally competitive, internally equitable, and shall reward contribution, recognize quality performance, and encourage growth and development.
    • Foundation for all UW institutions to guide them on compensation practices
    • Long term goal of treating employees equitably, providing career growth and retaining talent.
Compensation Recommendations

• Compensation adjustments
  • Use of base funds to award merit pay outside of pay plan
  • Institutional flexibility to fund and implement supplemental pay plans
  • Hiring authority provided flexibility to set starting salaries
  • Publish all institutional compensation guidelines, including graduate assistants and student hourlies

• Payroll structure
  • Existing guidelines/policies for FLSA non-exempt staff related to overtime, holiday pay, call back/call in, standby pay, nighttime or weekend differentials should be adopted in accordance with FLSA or other applicable laws
  • Payroll recommendations to facilitate more timely payments to employees:
    • Pay all employees biweekly (may not be feasible initially);
    • Option of academic year payments over 12 months;
    • Payroll calendar in HRS based on calendar month for Academic Year Employees; or
    • Salary advances (by request) for employees required to wait 6 weeks for payment
Compensation Recommendations

• Career growth (TBS)
  • Looking towards career growth for employees and building upon the job family concept introduced by employee categories we recommend the following options be studied:
    • Career ladder
    • Apprenticeship programs
    • Current promotional/progression programs

• Compensation studies
  • Market studies
  • Equity studies
  • Temporary employees pay
Benefits

• Philosophy

  • The review of the current benefits structure and recommendations for structural change were based on the guiding organizational principles of simplicity, consistency and coherence. These principles direct us to create a university benefits system that treats employees equitably and provides uniformity of benefits across all employee categories, to the extent feasible.

  • The group worked under the premise that all UWS employees will continue to be treated as state employees for state employee benefit programs, including, but not limited to the WRS, State group health and life insurance.

  • The development of a new personnel system will not change the two sick leave conversion programs administered by the Department of Employee Trust Funds.

• The goals of the Benefits Work Group were to identify inequities and inconsistencies within the university benefits structure, to reduce administrative complexity, to research sound benefit enhancement opportunities, and recommend changes designed to contribute to the recruitment and retention of highly qualified faculty and staff.
Benefits Recommendations

• Benefits eligibility should be tied to WRS eligibility, except for graduate assistants and short term academic staff. (TBS)
• Additionally the Group strongly recommends that operational employees be eligible for employer contribution for health insurance consistent with that available to faculty and academic staff, i.e., the first of the month following the start of employment.
• Leave accrual calendar should be based on fiscal year for all employees.
• Add current personal holiday allocation to vacation accrual. Apply usage and carryover rules consistently. (TBS)
Benefits Recommendations

• Allow vacation carryover for one full year.
• The Work Group strongly supports studying the feasibility of placing all employees on one vacation accrual schedule and one sick leave accrual schedule. (TBS)
• If a legal holiday falls on a Saturday, the holiday would be taken on the previous Friday, and if on a Sunday, the holiday would be taken the subsequent Monday. Add a legal holiday for the day after Thanksgiving.
• The Work Group recommends that leave reporting be consistent with the Fair Labor Standards Act (FLSA) and that all staff who are FLSA exempt, report leave in half or full day increments, while operational staff, who are eligible for overtime, report actual time missed.
Benefits Recommendations

• Eliminate initial entitlement for unclassified staff for sick leave. This change would have no impact on current employees. (TBS)

• The two catastrophic leave programs should be merged so that annual leave time can be donated between different employee groups.

• Income Continuation Insurance (ICI): Look closely at industry standards and programs at peer institutions, and partner with ETF to determine the viability of having all UWS employees in one ICI plan, the plan currently available to UWS unclassified staff. (TBS)
Benefits Recommendations

• Consider consolidating the Vacation Sabbatical and ALRA plans into one program and investigate a variety of consistent options for cash payment payout of vacation. (TBS)

• Establish a system wide employee tuition reimbursement policy that is equitably administered across all institutions and employee types. (TBS)
Employee Environment Recommendations

• The new university personnel system will be poised to provide effective management strategies to create and maintain a positive employment environment.
• Strategies will provide the foundation for a positive environment where employees are fully engaged, fulfilled, and respected.
• The goal of the strategies will be to attract and retain a more diverse population of employees and improve the work environment, which will directly impact the student experience in a positive manner.
Employee Environment Recommendations

- Diversity and inclusion (=respect for all)
  - Education on classism
- Supervisor education
  - Consistent and on-going programs
  - Tools to perform duties
- Employee on-boarding
  - More than 1 day
  - Provide resources for success
- Performance management structure guidelines
  - Education on how to evaluate performance, including value to both employees and supervisors
  - Accountability on identified issues, both for employees and supervisors
  - Tracking system
- Codes of conduct
  - Guidelines for respectful behavior in workplace; capture best practices
  - Consistency within employee groups
- Discipline and grievances
  - Published rules and processes
  - Consistent standards and expectations within employee categories (flexible and equitable)
  - Existing just cause / due process protections continue
  - Employee engagement – governance model for Operational Staff
Employee Environment Recommendations

- Academic Staff job security – study how handled at different UW institutions (TBS)
- Consider layoffs carefully and managed consistently (not used for poor performance) (TBS)
- Address clear publication of policies and procedures
- Regular and clear communication methods
- Equity for Temporary Employees
- Other priorities
  - Employee recognition
  - Flexible schedules
  - Telecommuting
  - Work/life balance
  - Exit interview opportunities provided
Recruitment & Assessment
Recommendations

• Institutional flexibility to determine which processes and tools are appropriate and/or necessary for recruitment and assessment activities, consistent with Affirmative Action plans and merit selection principles
  • Utilize other means for conducting hiring processes and assessment tools not mandated by OSER

• Ensure inclusive and equitable recruitment and assessment processes through education, monitoring, and accountability measures

• Develop, maintain, and disseminate information and resources on best practices and compliance issues in recruitment and assessment
Recruitment & Assessment Recommendations

• Probationary period for all positions in the University Workforce

• The option to return to original job after failed probation is at the previous employer’s discretion for Operational Staff

• Provide options for moving from temporary to permanent status consistent with civil service principles (TBS)

• Statewide and regional collaboration among institutions

• Building relationships with traditional minority institutions
Employee Movement

• Philosophy
  • Providing opportunities for current employees to be considered for movement within and between UW institutions reflects UW system's investment in its employees and acknowledgement of the unique skill sets they possess. The ability for employees to move between UW institutions also enhances recruitment and retention of employees. Valuing and providing mobility for qualified staff will result in increased motivation and productivity as well as contribute to the enhancement of staff and to the UW mission.
Employee Movement Recommendations

• Keep benefits for movement within the System, to UW-Madison, and to State of Wisconsin agency under discussion
• Current employees will be considered for movement within and between UW institutions
• Improve visibility of UWSA web page that links to all institutions’ jobs
• Encourage institutions to utilize the flexibility that exists when considering prior faculty service for appointments to tenure as permitted in UWS 3.04
Employee Movement Recommendations

• Recruiting flexibility will include option of internal process, consistent with Affirmative Action plans
  • Recommendation of preference (priority):
    1. Internal to institution
    2. Internal to UW System
    3. External applicant

• Create job families to enable career progression
• Consistency in layoff processes (TBS)
Simplicity. Consistency. Coherence. It’s a draft!