

PROVOST LEVEL EMPLOYEE COMMUNICATION COUNCIL
July, 2001
Meeting 96

Meeting 96 was called to order at 8:30 am, by Chair, Jan Cornell. Ms. Corne ll introduced our guests for the meeting, Mr. Leonard Sandridge, Mr. Peter Low a nd Mr. Gene Block. Mr. Sandridge introduced Ms. Yoke San Reynolds.

Yoke San L. Reynolds was named Vice President for Finance at the University o f Virginia in May 2001. She serves as the University's chief business officer , and oversees U.Va.'s financial administration, research administration, hu man resources management, business operations, risk management, business analys is, and debt management. In addition, she has a leadership role in the Universit y-wide compliance and policy program, and the financial aspects of institutional planning. She is also responsible for administration of the University's rel ationship with its twenty-six foundations. Reynolds is chair of the University's Administrative Technology Council. For the complete bio, see <http://www.vir ginia.edu/vpfinance/bio.html>

A list of questions was forwarded to Mr. Sandridge. What follows are the resp onses to those questions.

Q: How is Phase 2 of the new compensation plan, namely the Recognition and Rewards Program, being designed and implemented? Are there specific require ments and guidelines for UVA departments, or can each department decide on its o wn rewards, the criteria for getting those awards, and whether individuals, grou ps, or both will be eligible?

A: There is a state policy that really sets the policy on this. Human Resources - with the help of its advisory group, plans the implementation of th is policy. The cabinet has approved this phase of the program. Mr. Sandridge b elieves that this is a very important piece of our compensation structure. It w ill probably make everyone a little bit nervous at first, but his guess is that we will find that it will be applied appropriately. Each organization will have to submit a written plan on how they are going to manage this program. Each VP will have to approve the plan for their area, and then, the intention is that a ll of that will be done by October 1st.

Provost area - each school will address the question as to how they w ill apply the plan. Anda Webb will receive this information and will draft the results to present to Mr. Block, by the end of August. The objective is for the plan to be reviewed and approved by October 1st. Each Dean should b

e consulting widely within the schools and the question as to what each school will do is up to each school. They are trying to design a system that will fit well with the needs of each school and the composition of that school. The process will work through Anda Webb. If you have questions, Anda is the person to call.

Each Dean was asked specifically to involve the classified staff in the decision making process. For more information, visit the Human Resources website at www.hr.virginia.edu

Q: Where will the money come from?

A: There is no new funding for this program. State budget and grant managers have to decide how to manage their resources. This is giving the authority to manage our own resources. No one will be required to spend a certain amount of money on bonuses and rewards, but the hope is that managers will use this tool. This is not unusual for programs to be put in place without funding.

The intention is for the compensation program to offer management an array of compensation tools. This is the second phase of this plan. It is intended to allow managers to apply the resources that they have more effectively. This might be used instead of hiring more employees

Q: Are there checks and balances?

A: Anda will see everything that comes through the Provost area, so there will be one person who will see everything. We will build a record of items received and keep track of trends. If some units never give an award, then they will try to evaluate this.

Q: Is there a realization on the part of top administration, especially Mr. Sandridge, that the University's reputation cannot take many more hits like the most recent allegations about rapes and inappropriate restraints on the psychiatric ward, especially coming on the heels of the Paula Johnson baby-switching scandal. If so, what new review procedures are being put into place at the hospital to identify patient care problems before they explode into the news? What has management learned from these unfortunate incidents?

A: There have been several emotional periods in the University's history. Mr. Sandridge has apologized for the loss of confidence this has caused. Retrospectively it is easier to see what should have happened. It is important that all of us reflect that things happen that we have trouble believing can occur. The action is not excusable. Other situations got wrapped into the recent rape accusation. Back as far as April of 2000,

there was a claim that a patient had been left in restraints longer than she should have been. A review of the current federal guidelines noted that that was the case. If there are federal rules about how we should behave, we must behave that way. The policy has been changed and the policy is crystal clear about what should happen if this is ever alleged again.

When there is a serious allegation, we owe it to the employees and to the people we serve that we eliminate the opportunity for that to happen again. The employees in the Psychiatric unit are dealing with sometimes very difficult situations. You can get the impression that people are regularly and consistently placed in restraints. This is not true. The issue on the restraints is not IF they should be used (there are no identified cases of the restraints used in unnecessary situations). The problem has been to know WHEN to remove the restraints - and how the guidelines should be used. If they fall asleep, the restraints should be removed. Our policy was that you allow an hour before removing restraints, the new policy is that as soon as a person is calm, the restraints must be removed, even if they have to be re-restrained later. Lots of training is in place to protect the patients and the staff. The leadership is changing in the unit.

The Hospital is recognized as a top hospital in many disciplines. There are things that need to be fixed and they will be, with time and effort. It's not a n easy set of circumstances that they deal with every day.

Q: Mr. Sandridge recently stated, "We are absolutely committed to sustaining the highest quality patient care and safety at the Medical Center. Our community and the Commonwealth deserve nothing less." Other than fixing the immediate problems that prompted the federal government to put us in immediate jeopardy status, what, if anything will be done to improve the quality of care in the psychiatric ward, specifically, since it is the consensus among some staff and faculty at the hospital that the psychiatric medicine dept. is both understaffed and underfunded? As a related question, why was Blue Ridge Hospital shut down and inpatient care dispersed to the main hospital and a rented wing at Martha Jefferson, rather than renovations made to the Blue Ridge site, so that inpatient care could have been continued in the secluded and healthful setting? Rather than expanding the main hospital, as is currently being discussed, why couldn't Blue Ridge be renovated so that 5 East and the rented space at MJH be released? Especially now that Charter has shut down, a separate inpatient facility like Blue Ridge seems financially and medically feasible.

A: Can't talk about individual personnel decisions, but new leadership has been announced. Blue Ridge is a difficult problem. It was not possible to keep us in the facility. What we have might not be ideal for this unit, and we are looking for alternatives. It would not have been good health care

to continue at Blue Ridge. Whatever it takes to make sure we have adequate staffing on this unit, it will be supplied.

There are some unique challenges in serving our community and the Hospital staff is committed to solving those problems.

Q: What has been the response to the University's new BIS studies degree offered through Continuing Ed? And does the University have any other plans for outreach to the Central Va. Community and to non-traditional students?

A: Successful - but also problematic. The BIS program is successful in public relations terms. The problem is that it is too small and is losing money - it cannot sustain itself with the number of students we have. They are looking at taking it off Grounds - Northern Virginia and Tidewater. We have to find a way to stabilize the operation. Need to go to a larger market.

Outreach: Alternative Licensure program - a way of providing non-traditional courses for K-12 education. Takes people who are close to the end of whatever career they have chosen and prepares them to teach in the public school system without going back to school. This is an alternative way of licensing retired or semi-retired people and getting them in to the public school system. This is a fairly new program.

There is a collection of outreach programs at:

Q: Is the Library helping deliver these classes? Are they televised?

A: Technology is going to change the way we instruct. If we do the second BIS program in Northern Virginia and Tidewater, distance learning is a good possibility.

Q: The current vacancy rate for rental housing in Charlottesville is less than 1% according to newspaper reports. Charlottesville City Council is on record as saying that they don't want any more low-to-moderate income, high density apartment-type housing built in the city, i.e. they want to encourage upper-income taxpayers to move into the city instead, and rents here are higher than any other locality in the Commonwealth except for Northern Va. Has Mr. Sandridge and the University management taken notice that many lower-to-mid band employees have difficulty finding decent, affordable housing in the area, either to rent or to buy, and this difficulty does impact on hiring and retaining employees, especially nurses and hospital support staff? Rather than shrinking its faculty/staff housing stock, why can't the University either develop a small apartment building on its property for staff, even with preference to Medical Center staff, or

at least work through its Real Estate Foundation and/or private developer to develop a small complex with preference given to UVA employees, to ease this affordable housing shortage?

A: We have about 100 units that we can assign faculty and staff as a temporary help. This is not a business. There is a state law - whenever you use university housing for faculty and staff, you must charge standard market rates. Outside builders can build buildings for less than the University because of guidelines for state buildings. They cannot give us a price break. If there is a requirement that one live on ground, then they can give a small break, but requiring someone to live on ground is hard to prove.

Q: Would just like to know what their feelings are about our raises, what they think the odds are of us getting one?

Q: Is anyone from UVA lobbying in Richmond on our behalf to try and get us a raise? Or is that completely out of the question now?

We are in the midst of a one-time situation. This has never happened before in Virginia. The General Assembly and the Governor were unable to agree on the budget. What is the expectation? Mr. Sandridge believes that the governor has the interests of state employees at heart. In January 2002, the General Assembly and the Governor could pass a salary increase, with a caboose bill. The Governor is committed to that. This is not a controversial issue. All parties want to give employees a raise. Unless something happens with the economy to prevent a raise, Mr. Sandridge thinks they will finally agree, sometime in January.

The biggest risk is that there really will not be enough money to fund an increase. The budget we are operating under assumes a fairly high rate of growth. If the growth does not occur, it will feel like there is actually less money.

Q: Can we use the Capital Campaign funds? Can we use those?

A: No. not practical, In some degree, these funds do support salaries. If you look carefully at what kind of funds we raise, they are given in restricted categories. Salaries are hard to deal with this way, because you have to continue to raise the funds year after year. The vast majority of the money is focused on the schools. Donors determine how that money will be used. We need to get some state funding and we need to get it sooner than later.

Long-term, we need to work on getting the tuition freeze lifted. We have done surveys of the schools with which we compete for students and

faculty. Their tuition rates are much higher than ours are. We need reasonable increases to help us pay the costs of being a quality institution.

Q: Also, since I live so close to Mr. Kluge, I'd like their thoughts on what's down the road for the property.

A: Property consists of 10 farms, the deal is simple. We may sell the outlying farms to create an endowment to take care of the **core property**. The core property, during Mr. Kluge's lifetime is 1200 acres, in and around Morven. Two years after his death, the only property we must, in perpetuity (for ever) keep, is about 700 - 800 acres, which constitutes Morven and right around that. The objective would be to sell the outlying farms and create the endowment. That will be a process that will probably take 5-6 years, under ideal conditions. Does the University have any plans to sub-divide and develop those properties? NO.

Planning for use of the properties is under way. There has been no commitment to do anything out there yet. Mr. Kluge or his estate controls the core property up until 2 years after his death. There are approximately 7,000 acres.

Q: I worked at UVA from 1980 to 1983. When I returned in 1998, I received some accrual but not vacation time. I was treated as a new employee. Why?

Q: I worked 37 hours a week for 5-8 months due to family situations. Every month the system docked my pay a little and gave me no vacation time (I did n't realize this). Why did I not get 95% of my earned vacation rather than 0%? Can this be rectified after the fact?

Q: Where are the policies posted for obtaining health care benefits when you work between 20-39 hours per week? Nurses get benefits regularly under these circumstances, why not in the College and SEAS?

These three questions are personal issues and should be discussed with Human Resources on a one-to-one basis.

Q: Under the new Compensation Plan, employees are eligible for Temporary Salary Adjustments when they take on additional responsibilities for a short term, usually until a position is filled. HR has decided not to make retroactive salary adjustments. What recourse does an employee have when the supervisor indicates support for the pay action, but there is a delay in the submission of the request resulting in the potential loss of compensation? What recourse does an employee have when the supervisor does not support the request, but the employee feels the additional responsibilities warrant a salary adjustment? Is the refusal to

take on the additional responsibility, without additional compensation, within the rights or a valid option for the employee?

A: As state employees, we can be assigned temporary duties, for up to one year, within our current job descriptions. Pay actions are prospective in nature. This should be dealt with on a one-on-one basis. HR should be consulting with the managers.

Q: As a Council Rep, I frequently hear stories of faculty administrators who wreak havoc on departmental morale because of a lack of experience or training, particularly, in managing their classified staff. Sometimes it's the manager showing favoritism to a particular employee or asking staff to run personal errands, take care of a child or animal or make travel arrangements for a supervisor's family vacation. I am aware that Supervisory Development courses are required for all new classified salary supervisors. I also am aware that there are several on-going faculty training programs managed by EOP and, perhaps, ODT. When or can we expect a similar supervisor training requirement for faculty administrators?

A: If there are managers who are asking employees to run personal errands, baby-sit children or animals, this is unacceptable behavior. It is inappropriate for any manager to ask an employee to do personal errands or do personal things for them.

Q: When conflict arises in departments between staff and or between staff and supervisor, the University offers mediation services. When mediation does not resolve the conflict, sometimes the only remaining option for the employee to remove themselves from the situation. Would the administration consider a plan to assist employees, in previously good standing, in securing employment in another part of the University when the situation is found to be irreconcilable.

A: Can HR help people find another job? Can HR mandate that someone else take you? NO. Is reconciliation possible? Reasonable efforts should be made to reconcile.

When you become aware of these issues, there are lots of ways to go about getting through these things. Human Resources should be an advocate of employees, not somewhere employees should be afraid to go. The Ombudsman is a place an employee can go. Brad Holland has been extremely effective.

There is a new process where if you are uniquely qualified for a position, you will be notified to apply. There is the new Career management Services - designed for helping people manage their own careers. People

need to help themselves. Focus training so the employees can help to improve things.

Q: Any possibility of providing a day care subsidy benefit (similar to athletic fees) at University-contracted centers?

Q: Food for thought: I have read of a few universities establishing day care centers on campus, for example within their Education Schools, and using student employees as workers. In one school, the students were primarily Education majors who received a stipend, course credit, and valuable experience in working with the children. The fees charged the school-affiliated parents were lower because students were used. The school noted a decrease in employee absenteeism because the day care center also provided sick baby care, as well as a slight increase in productivity and morale because children were close by and parents did not have to leave campus to check on them.

A: We are subsidizing daycare - we provide the building - so there are no facility costs and we subsidize \$25,000 per year. Our childcare costs will always be more expensive than the private sector. That is why we subsidize the operation. People who use our daycare don't want us to staff at the state license levels. We like smaller classes. Commercial operations just meet the guidelines, we go further than that.

We have looked very hard to expand daycare and to make it available to those who need it. Daycare is an urgent issue during a very specific time in a person's career. We are struggling to find ways to expand - build another daycare center.

Q: I understand that John Lord is not with the University now, but is somehow affiliated still with UVA. What is his role now and who is in charge of ODT?

A: John Lord does still work for the University he will continue to work on the Leadership and Organizational Development. There will be an article very soon in Inside Uva that should help clarify his role.

Q: What is happening with McCormick Road? Is it going to be closed to traffic?

A: The utility project should be over by the end of the summer. There is a proposal now that those that think about our masterplan want this to be a walking mall - just for emergency vehicles. Mr. Sandridge thinks that we will always be studying how we can make the University a pedestrian safer area.

We have a habit of building things - buildings and parking lots. If you build a building and a parking lot, you have to take into account the space you use. We will be looking at lots of more structured parking.

Q: Will our rates continue to go up?

A: Yes, our rates will continue to go up. There will be alternatives for those who choose to use them. Choices is the best we can do\205 park close, pay more or park further away and pay less. We still won't be paying for all the structures.

Weather:

The University does not close. The University remains open, it is a residential university - most of the folks live within a mile of the grounds.. Lots of employees don't have a choice whether to come into work or not (Hospital, housing, catering, police, etc). Some folks are less likely to have to come in, but we start off that we are open. We have lots of people who come from Waynesboro, Culpepper, etc. We might not have a snow in Charlottesville, but some of the outlying areas will have a fairly significant snowfall or bad weather situation.

Mr. Sandridge believes that people ought to be given the maximum amount of flexibility as they can as it relates to annual leave. We use the 2-hour grace period a lot, primarily for people to make arrangements for their children. We use all kinds of sources for forecasts.

He does not make a decision from his home. He stops by the police department to see what they think. He asks what the state police have said. He drives throughout a couple of parking lots - at the office between 5 and 5:30 am and he makes calls from the office.

We disrupt lives dramatically when we don't open the University.

They will encourage nurses to work longer shifts and to stay in unoccupied rooms. They sometimes put snow removal people into hotels so they can be close to get that work done. They are very loyal groups. They work 8-10 hours, off for 4 hours and go back for 8-10 hours of work. There is a carefully laid out plan for snow removal - the hospital first and one entrance for each building next.

Q: What is your opinion of Employee councils? What are our successes so far and what can we do that we are not doing now that would help management at the U?

A: I absolutely believe they are important. I also personally see it as a communication tool to us. This way, I know what is on your mind, but I also use you in a positive way. I like to talk about new things that are going to happen, healthcare or parking rates. I have found that our staff are very reasonable if given information on a timely basis. The Ombudsman was something that the Councils convinced the administration to do.

Q: Do you keep an inventory of questions that are asked? Do you keep that so you can address the major questions?

A: Every time we get something like this, we keep it in mind.

Mr. Low: The most difficult thing in any organization is communication. It is very important to have these forums. We are quite isolated in Madison Hall and one of the ways we learn what is going on is to come to these meetings.

Q: Do we do any surveys so individuals get to voice their opinion? This is a tool to get a good idea of the exact morale of a group.

A: We probably do more targeted surveys than we know about. -- Day Care. Nursing surveys. Follow-up surveys on the basis of services. 360 evaluation - has been tested - and has implemented it in a number of areas. Mr. Sandridge personally goes through the 360 evaluation. He gets good advice. The ECC has been very interested in that because they think that as we get more into relying on managers to administer the evaluation and compensation plan that they be trained and that they be evaluated on their performances also.

Q: Is the University of Virginia a smoke-free workplace?

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A: Yes: Smoke Free Workplace - there might be some isolated instances, the policy is that there is no smoking in the buildings.

Bill Vining

There is a new VP and there could be a realignment of councils, but we should know more about that soon.

The new Health Care Ombudsman is a trained nurse (Sandy Houston). Margaret Marsh will still handle the financial side. HR is mailing out information about the new performance management program. This is a transitional year. There will be an option of self-assessment. Categories

will be changed to the three levels. Employees should receive a mailing on this.

The meeting was adjourned at 10:45 am



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