

Academic Staff Assembly Resolution on the UW-Madison Human Resources Design Strategic Plan

Whereas, the Human Resources Design (HRD) project was the result of Act 32 (included in the 2011-2013 Wisconsin State biennial budget) which authorized the creation of a human resources system for the University of Wisconsin-Madison; and although approval of the budget (Act 32) and Act 10 occurred at roughly the same time, the enabling legislation authorizing the creation of a new personnel system was separate from Act 10;

Whereas, the academic staff through the Academic Staff Assembly and other elected academic staff bodies have the following statutory right (Ch. 36.09 (4m)): "...academic staff members have the primary responsibility for the formulation and review, and shall be represented in the development, of all policies and procedures concerning academic staff members, including academic staff personnel matters." The Academic Staff Assembly exercises this right through this resolution and will continue to do so through the entire HR Design process;

Whereas, the ASA expects that all governance bodies (academic staff, faculty, student, and the future university staff) will be fully engaged in the ongoing development and implementation of all components of the new human resources system (both those outlined in the current HRDSP and those deferred for future consideration);

Whereas, the Academic Staff Assembly (ASA) acknowledges and commends the HRD Work Teams, Project Team, Advisory Committee, campus stakeholders and Executive Sponsors for their efforts over the past year that have resulted in the HRD Strategic Plan (HRDSP); and also thanks them for modifying and excluding some parts of the original recommendations based on feedback from academic staff and academic staff governance;

Whereas, the ASA Ad Hoc Committee on HRD and the Academic Staff Executive Committee (ASEC) generally support the HRDSP *as a general framework* for those issues that pertain directly to academic staff, with some exceptions (see attached addendum to this resolution);

Whereas, the ASA notes that the HRDSP represents a general framework for the final human resources system that will emerge from ongoing efforts over the coming one-to- three years, and as a result, much of the detail regarding the implementation and potential impact in several significant areas (employee benefits, compensation and job titles, recruitment and selection, employee movement, fostering and managing talent) of the future system on academic staff have been deferred to be resolved in the next one to three years;

Therefore, be it resolved that the Academic Staff Assembly of the University of Wisconsin-Madison accepts as a general framework the sections of the September 2012 HRDSP that pertain directly to academic staff and recommends it be forwarded to the Board of Regents of the University of Wisconsin System, along with this resolution and addendum, for their consideration.

Addendum
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Human Resources Design Strategic Plan

Listed below are key items in the Human Resources Design Strategic Plan (HRDSP) that the Academic Staff Assembly Ad Hoc Committee on Human Resources Design identified as items within the Plan that should be supported by the ASA, items that are of concern to the ASA, or represent specific recommendations the Committee wished to propose in response to the Plan. These items are broken down into broadly related categories noted in the headings below (neither the items, nor the categories are listed in any priority order).

Communication

1. A variety of components were not yet fully developed in the current HRDSP – e.g., Compensation and Job Titles, Employee Benefits, Recruitment, Selection, and Employee Movement, Fostering and Managing Talent. Consequently the Assembly expects to be kept apprised of their progress and expect to provide input and feedback at various stages during their continued development and implementation.
2. A detailed timeline must be established and communicated to campus constituencies indicating target timeframes for when specific items within the HRDSP will be developed and implemented.
3. Efforts to improve communication about the university personnel system for employees and managers/supervisors should be encouraged, enhanced, and supported. Particularly as we undergo dramatic changes in the university's human resources system, the need for timely, accurate and accessible information is critical.

Clarifications/Policy

1. As a result of the forthcoming Compensation and Titling Study, any individuals in current academic staff positions whose positions may be determined to be more appropriately assigned to the "university staff" should also be given the choice to remain in the academic staff or to move to the "university staff".
2. Board of Regents policy will need to address the potential overlap of collective bargaining and governance rights within employee categories.
3. The ASA strongly supports a cost of living component in compensation for all employees.
4. The living wage recommendation in the HRDSP should also apply to UW-Madison domestic contracted workers.
5. Although the component summary mentions only "university staff", on p.36 the HRDSP states "Temporary appointments would be a new appointment type *for both academic and 'university staff'.*" (Italics added for emphasis.) Clarification on this is needed from the Project Team, as the ASA would be concerned about the parameters and policies around a new "temporary appointment" type for academic staff, separate from the extant fixed-term terminal appointments defined in ASPP and described separately in the paragraph preceding the one noted above in the HRDSP.
6. Amend the last sentence on page 44 of the HRDSP to read: "As a first phase, starting in fiscal year 2013-14, the university will require that all units implement an annual performance management cycle." and strike all text after that through the third bullet on page 45.

Implementation

1. The ASA strongly supports the recommendation that supervisors and managers must be trained and mechanisms put in place to ensure top performers are appropriately rewarded.
2. Since supervisor/manager training would be mandatory, we believe there will be a need to have an online option. As in Recommendation 1, we suggest a process be created to ensure that training is indeed a priority and mandatory.
3. Regarding recommendations surrounding diversity, the ASA suggests focusing on win-win (i.e., provide incentives/rewards for improving diversity) rather than punitive processes to pursue accountability.
4. ASA supports the recommendation that a benefits “backpack” be developed to ensure that vacation and sick leave are portable both for AS who move into and out of positions and employees who move from or to a state agency.
5. As with the use of competencies, a toolkit of best practices and templates for performance management and evaluation should be created by, and piloted and evaluated within, the Office of Human Resources (OHR) prior to further campus rollout.

Involvement of governance

1. Academic staff governance must be consulted if there will be major changes to the current degree waiver policy.
2. The development and implementation of a compensation structure that attempts to balance market competitiveness and internal equity and accommodates cost-of-living adjustments should be closely monitored by governance so as not to compound a multi-tiered system and create additional climate issues at this institution.
3. The committee recommends that academic staff governance closely monitor the outcomes of mechanisms designed to reward performance for all faculty and staff to ensure that the mechanisms which are developed are as fair, consistent and transparent as possible.
4. Governance must be consulted about the content of the RFP for the Compensation and Titling Study. In addition, governance should be involved throughout the process including evaluation of bids and working with OHR and the consultant during the project period.
5. Governance groups must be provided opportunities to provide advice and input on compensation.
6. Campus-wide discussions should be held around consideration of any additional paid leave that will benefit some employees and not others (e.g., parental leave, elder care leave, etc.).
7. Governance groups must be provided opportunities to provide advice and input on benefits.
8. We recommend that the proposed new on-line job application and applicant tracking system cover both academic staff and “university staff”, and governance be involved in the design from the beginning.
9. We recommend monitoring and regular reporting of direct hire and internal recruitment by OHR to be available to governance.
10. For any recruitment and selection toolkit to succeed there must be involvement by governance, sufficient investment in training, and robust development of both on-line and consulting resources for staff.

11. The finding that approximately 52% of the overall array of HRD recommendations are to be addressed in the future, and 42% of those being addressed in the future were also of direct concern to academic staff strongly reinforces the Ad Hoc Committee on HR Design's recommendations that governance be directly involved throughout the coming HR design processes, implementation efforts, and assessment.