Employee Council General Meeting  
November 14, 2012  
12:00 Noon – 2:00 pm  
Goizueta Business School, Room W330

**ATTENDANCE**

**PRESENT:**
- Allen, Arnet
- Byrd, Jerry
- Cody, Tanya
- Forts, Ricardo
- Fugate, Kim
- Granholm, Lisa
- Green, Stacey L.
- Haynes, Tanisha
- Howard, Marsha
- Hughes, Countess
- Jackson, Linda
- James, Jonetta
- King, Leslie
- Mayes, Linda
- McAdam, Richard
- Moser, Carol
- Myers, Travis
- Perlove, Jessica
- Perry-Bates, Laura
- Sanders, Rhoda
- Scott, Shawn
- Shaffer, Nelson
- Tarkington, Alice
- Terry-Carter, Chris
- Toce, Michael
- Troyer, Kathy
- Varnado, Margie
- Weaver, Gloria
- Williams, David
- Wilson, John
- Yarbrough, Anita

**ALTERNATES:**
- Brookshire, Rebecca
- Crabb, Donna
- Jarman, Shea

**EXCUSED:**
- Cirillo, Matt
- Howell-Robinson, Kelli
- Poulson, Marvin
- Reese, Tamicka

**ABSENT:**
- Ashford, Shaneesa
- Bowden, Cheva
- Castellaw, Adam
- Cherry, LaDonna
- Frazier, Rita
- Jalloh, Matilda
- MoJonnier, Mary Lou
- Randall, Tawana
- Sirotkin, Jennifer
- Strozier, Katherine
- Ward, Mary
Meeting convened at 12:04 pm

- Kathy Troyer – President, Employee Council
  - Welcome
  - Agenda Overview: November 2012 Meeting
  - Veterans’ Day Appreciation turned out really well, lots of people showed up; got an e-mail from Gary Hauk thanking us for all our work
  - Food Drive – going on until November 30th
    - Note: If bins are full you can put food on side of bin and someone will come pick it up
  - Updated list-serv – should be right, but if you didn’t get an e-mail from Kathy this morning please let her know
  - Discussions regarding Staff Fest on list-serv are fabulous; need to have discussions through out month on pressing issues, but much e-mail correspondence not welcome
  - Executive Committee will be working on setting up Blackboard; so can send out e-mail when need feedback and Council reps can click on link and add to conversation
  - Holiday Party -
    - Hosted at The Carter Center on December 12, 2012
    - Catered by Proof of the Pudding
    - The Carter Center Museum is offering guided tours in the morning
    - Lunch will be served @ 11:30 am
    - FSAP will come out to do fun games with Council
    - Should get e-mail in couple of weeks; have to sign up if taking EC transportation there due to limited seating

- Speaker: Del King – Associate VP, Human Resources
  - Human Resources Updates: Standardizing Evaluations
    - HR is reviewing Performance Management System (been working on project for about a year) - system we currently have is not working for everyone
    - Had a lot of feedback; did some focus groups and surveys, used information to come up with different approach on how employees evaluated
    - Going to competency based performance management system
    - Engaged an outside consulting company to work with HR and also asked several leaders from within all the different schools so would have representation on project
- included School of Medicine, Emory College, Public Health, several Divisions, IT, Development and Alumni Relations and also Faculty perspective.
  - Felt important to identify some core competencies that all employees will be evaluated on that can span across all parts of the University
  - Next phase to look at Schools where there might be specific positions where different set of competencies need to be developed
  - Identified four core competencies everyone will be evaluated on and will have language to define competencies:
    - **Building Trust (both leaders and non-leaders)**
    - **Delivering Results**
    - **Collaboration**
    - **Communication**
  - Piloting four different Schools to start working on competencies; plan is to have new competency based PMS standard across all Divisions and all Schools by beginning of next fiscal year
  - Pilots:
    - Emory College
    - School of Medicine (since so large will identify specific positions they will pilot or small departments)
    - School of Public Health
    - Human Resources
  - Working closely with outside facilitator to come up with uniform plan on how to roll out across the University
  - Pilots will help answer questions and create more structured process to build new performance management tool that managers and supervisors will be able to use
  - Goal to create standardized way we do performance management across campus

### Summary of Q & A with Council:
- **Will this change be mandatory for departments?** The goal is to have one system for everyone; might be ways to tweak it because people have different competencies for certain Schools, but for most part actual structure should be the same for everyone
- **Time frame for implementation?** Pilot groups target is to have work finished by early January; will use all feedback from pilot groups (what worked, what didn’t work) and then will start gauging other units within the University
- Goal to have system in place by end of next fiscal year in September; will not be available for 2013 review
- New system strictly to give tool to help managers do better job of providing feedback, help them start to work on development plans
Part of process will also give managers **anchors**, because hear from managers that it’s hard to define exceptional work versus commendable versus solid.

Anchors will help managers do a better job distinguishing differences – if someone is exceptional performer this is what they should be doing or solid performer this is what they should be doing, etc.

Anchors will be available for everyone to see.

**What percentages of employees customarily get a performance evaluation and how will new system hold everybody more accountable in making sure evaluations are done?**

HR doesn’t actually see evaluations, but 93% of employees have evaluations in system; varies how employee gets review – should be sit down with manager to talk about performance, everyone should know what’s going to be on their evaluation.

HR does monitor system and talks to areas where employees don’t show have received a review; goal is to be at 100%

**Will this system be on-line?** Everything will be on-line; will be a much better tool than what we have now, should have easier access to evaluations and anchors will be there so supervisors can see.

**Will system be connected to People Soft?** Looking at demo but haven’t made decision on system will use; don’t know if it will be connected to People Soft.

Will also decide if going to use same evaluation scoring system and language of former PMS.

Discussion about scale; what ratings mean and how that translates into calculating merit increases/raises.

Each School/Division determines percentage of increases based on money they have.

Ratings across the board were pretty consistent as far as what employees received based on market and using equation to determine raise percentages; most units use same rating system.

Units are given flexibility to determine increases based on budgets and market – it is not standard.

New system will help by giving anchors ahead of time so employees can understand rating better.

Rep remarked that important part of evaluation is employees having job expectations in beginning and job description.

Training supervisors to relay that to employees and making job description clear and what ratings require from employees is essential; also requires supervisors to meet with employees frequently.

Del responded that HR plans on doing lot of extensive training with supervisors at beginning of this process.
Development Plans for Employees:

- Hear from employees “I don’t have a development plan” and “how do I develop?”
- Really employees responsibility to make sure they are being developed
- Supervisors are there to make sure give them tools; support for classes for example the employee might want to attend
- Employee may be reluctant to approach supervisor to talk about development plan, but that is what is encouraged
- Development planning and setting goals are two different things - as far as plan outlining what employee needs to work on for year to be successful
- Development plan is about employees taking responsibility in their own develop and approaching supervisor
- If supervisor refuses to help you or support you, that’s something different that should be talked about
- HR wants this to be part of new system as well and reiterated this should be separate from setting goals at beginning of year
- Rep comments: One thing that would be helpful is when employee comes on board to let them know resources available and this reinforced annually during evaluations
- Emory has so many fabulous resources sometimes people just get lost, but if we want them to take advantage have to raise their awareness
- One change is orientations used to be in-person which was extremely helpful for new employees; that's the time employees should be told about opportunities for develop
- Want to know how can we bring back that and get new hires information as soon as they walk through door
- Information new employees should be receiving lost in on-line process
- Del stated that HR taking look at “on board” process to make sure providing valuable information to new employees
- Starting to look at using videos and snippets on HR website where someone is talking versus employee having to read information; area may look at with Learning Services to see if there’s something more that can be done to make sure new employees are getting information (and current employees also)
- New employee orientation is very different but can look at ways to enhance orientation
- One consideration: some Schools have own face-to-face orientations to get messaging across
Speaker: Theresa Milazzo - Associate VP, Human Resources

Human Resources Updates: Explanation of Recent Pay Grade Changes

- HR started working with consulting firm about a year ago that specializes in compensation consulting and talked to them about Emory’s program
- All important aspects of compensation program reviewed
- Firm told HR (and they agreed) needed to do better job of making sure grades assigned to jobs match market values for the jobs
- This summer undertook very intensive review of market data for all jobs; looked at dozens of reliable salary surveys and reviewed the market value for as many jobs as we could to see where Emory was and did grade mid-point match market
- Last time review done was 6 years ago when whole grade and numbering system changed
- This review looked at dozens of jobs and added some jobs didn’t previously have data for
- Review showed several jobs off from mid-point, where they should be related to the market
- Came up with about 91 positions (1000 active jobs) that grade needed changing
- 45 got down grade and about 46 needed to go up to be more aligned with market value
- Talked to HR leaders this summer, equipped them with talking points to talk to employees about it and made change in September
- Affected about 500 employees - 260 were affected by a job grade going down and 240 by a job grade going up
- Compensation system basically like any other system requires maintenance; gets off kilter after years pass, needs realigning
- Affected about 8% of employees - 500 out of 8000
- Put in place rules for those employees that job grade change (didn’t want anyone’s pay to go down)
- Grandfathered people in who’s grade went down, also grandfathered eligibility for base salary increase so still eligible for salary increase
- And for people who’s grade went up, only impact got salary increase to meet minimum pay grade

Summary of Council Concerns:

- Major concern about whole process: HR reps and Unit Administration not informed until after it happened; just told these people grade changed
- Seemed to be communication issue and even though HR reps given prep, those individuals affected still felt really bad
- Theresa responded that changes not about person or performance but about keeping system maintained, but she understood it was a hard message to deliver or receive
o Acknowledged communication could have been better; and in response to those reps not aware of grade changes, information was not communicated to everyone since many not affected

- **Countess Hughes – Hardship Fund Coordinator**
  - Website: [Hardship Fund](http://www.employeecouncil.emory.edu/)
  - Update of Current Contribution Information: [Account Balance Summary](http://www.employeecouncil.emory.edu/)
  - “Get the Word Out” schedule:
    - **November** reps: Tawana Randall, Rita Frazier, Countess Hughes (Hardship Fund member), and LaDonna Cherry
    - **December** reps: Linda Mayes, Shae Jarman, Shaneesa Ashford, John Wilson, Ricardo Forts, Lisa Granholm and Travis Myers
  - Have slips available for people to let them know how to contribute; if have other needs (flyers; Hardship Fund “tree”; Change for change containers, etc.), let Countess know
  - Countess will send out template so people can make their own information slips
  - Goal is to get extra $500.00 each month
  - Ultimate goal is to get word out and make people aware of fund, both to give and to receive
  - Remember Emory Hardship Fund is faculty and staff; also your contribution goes toward My Emory giving campaign (and no matter how much you give, your name is listed on the giver site)
  - Countess still working on Thank you notes to send out to donators
  - A list of schedule was sent out to list-serv; can change month if need to and if need schedule again let Countess know

- **Lisa Underwood – Associate VP, Parking and Transportation**
  - [Transportation and Parking Services Presentation](http://www.employeecouncil.emory.edu/)
  - **Summary of Parking Services and Transportation Issues/Concerns:**
    - o **Who is liable in van pool if there is an accident?** Emory provides subsidy in van pool. Driver has the relationship with the company that provides the van; takes the responsibility for the van and uses own insurance
    - o Van company (DPSI) has insurance to keep driver from being sued by other drivers if involved in accident
    - o **If looking for more off-site parking to relieve some of space constraints in deck, will the parking space size in decks get any larger, because there are spaces people can’t park?** Have started fixing space issue; started in Fisburne Parking deck this summer but needless to say a difficult project
    - o Initially done to create more spaces, but result was not being able to park in every space
Will continue to fix this problem and this issue’s resolution is separate from creating more off-site parking

**Question regarding audit on Marta passes:** Audit is about usage. For example: card flagged if not used previous month; card holder contacted to determine if person still utilizing card - allows P & T to shut card off if not needed

Very labor intensive and had to get a good process in place to be able to get data from MARTA

**What are most effective programs for keeping cars off roads?**

North Dekalb Park–n-Ride is good; MARTA very effective at pulling miles off road and has sustainability, van pool effective because of number of miles reduced and car pools are also good at reducing miles on road

Bike/walk doesn’t put any miles on road of course, but limited number of people can use due to distance have to travel

**Rep issue:** As main driver in car pool have full pass, partner has occasional passes and they alternate week driving; where does she park if have to drive in on partner’s week to drive? Should switch occasional pass for full pass. Parking permit not transferable, but occasional passes don’t matter.

**Rep commented that where carpool partner parks, there is punch system not swipe system.** Lisa replied this will change soon; all parking will use swipe system

**Will additional park and rides be created; many employees commuting from South side don’t have park-n-ride option?** Having trouble financially supporting and maintaining current programs, so not in any position to add others but not completely off table

**Mentioned low use of South Dekalb shuttle; some riders may be taking MARTA if it comes first on route. Will shuttle be decreased or eliminated as a result?** Need to sort out exactly what people are doing and does it make sense to do both.

Park and rides are expensive - pay for buses, parking spaces and security

Want to make sure everyone’s needs are met but also what’s going to work best.

Does it work best to maintain same level or different level of service or do we try and utilize public service and support MARTA that’s already there and essentially running the same route we’re running.

That’s what going to be studied this year.

 Wouldn’t say shuttle under-utilized at South Dekalb, buses are full

But is route with most dissatisfied riders because pretty long trip people; if there’s a traffic problem or a mechanical problem, it impacts riders more than some other services that are closer to campus.

**Regarding Cliff shuttles:** Rep is registered as bike/walk but when raining shuttle is full (15-20 students left standing). Notice in morning run two shuttles and then one goes away. With addition of Emory Point and more people getting on at CDC, will route be re-evaluated?
Realize when you’re using shuttle due to rain or cold weather, other people are using too (same problem occurs with parking decks and occasional permit holders)

Parking and Transportation tries not to plan service on those kind of days, but does know ridership numbers because automatic passenger counters on all buses

P & T looks at routes constantly (sometimes daily) and makes adjustments

Adding service not an option due to budget, but for instance extra bus at Campus Crossing funded by them

Being creative in these situations may allow P & T to meet need that are outside of budget.

Is their potentially a relationship like the one with Campus Crossing for Emory Point, since now that it’s open ridership increasing? Emory Point is a member of the CCTMA (Clifton Corridor Transportation Management Association) and there is funding that comes through that group for the CCTMA route

Don’t know if they would be willing to add a bus like Campus Crossing did, but watching situation closely because concerned about service (i.e. will Emory employees want to go there for lunch; how are students going to interact with Emory Point and will there be a lot of movement from residence, etc. Just have to wait and see

Spoke of bump in cost of program and added equipment. How so when buses are contracted? Have to pay for equipment whether we buy it as a capital investment or contractor buys. Got a completely 100% new bus fleet in November/December of last year. Operator purchased buses (had capital outright) but we pay for it in our hourly rate; that’s the increase referring to in presentation

Said cost of MARTA program coming out of fringe pool which is tied to salary and completely not elastic versus coming out of parking which is elastic? To clarify, out of full budget there is a small amount that is a contribution from the fringe pool - rest is made up of all sorts of different reveue sources; small piece which is ear-marked for benefits to employees (understand word benefit being used loosely in the sense that employees have option to participate in program) comes from fringe pool

Any other questions/comments: e-mail Lisa at lisa.underwood@emory.edu

Kay Manning – Manager, Employee Services

Staff Fest:

Thanked Council for comments/suggestions regarding Staff Fest and sharing concerns about budget reduction’s impact on employees

One clarification: T-shirt sales do not impact budget; t-shirt sales are used to pay for t-shirts only and any overages are donated
o **Staff Fest does not have a budget**: ideas proposed of what can do for Staff Fest each year and these submitted to leadership of University for approval

o Also have to stay within certain monetary range

o Comments Kay received mentioned that Information Central (where vendors that support the University and those on campus are invited to set up tables with info) had gotten old.

o Suggestion came from Employee Council in 2008; so maybe reps can solicit ideas from constituents on what should replace IC

o Main feedback from constituents is what was lost from Staff Fest and how we can bring some of what Staff Fest was back

o Most constituents want food back; also don’t feel get support from department heads to attend Staff Fest

o Kay said got suggestions and exploring that; haven’t omitted

o Kay noted Staff Fest originally about community building and there were Unit leaders involved on campus

o Would like Council to solicit feedback from leaders and gauge their willingness to become involved and lend support again

o On question of bringing in external vendors (like Emory Village restaurants) to supply food for Staff Fest: May be a conflict of Emory’s ethics rules; also only certain food vendors allowed on campus, so can’t publicize external catering

o Council concerns regarding customer service and problems with games and snacks not available for attendees last year will be addressed with vendor (although Emory was reimbursed for snacks not served)

o Discussion on whether time to change Staff Fest focus/marketing and re-evaluate purpose of Staff Fest - if clear about purpose (what trying to achieve) that drives the activity and expectation from employees;

o Maybe original concept has out-lived its purpose because Staff Fest does not seem to be benefiting moral or making staff feel appreciated

o Original purpose of Staff Fest to bring all Emory staff together and everyone seemed to enjoy, but now things have changed

o **Kay’s “take away” from discussion**: Need to re-market Staff Fest and figure out way to create more conducive and welcoming environment; more of an appreciation than just a day of things going on

o Kathy hoped discussion helpful; Margie is rep on Staff Fest Committee but tons of people have volunteered to be involved and are truly interested in future of Staff Fest

o Del said will take ideas and work with Communications; get together with smaller group and look at suggestions

o Kay promised to look into every consideration
• Alice Tarkington – Campus Development Committee
  ▪ Campus Development Updates:
    o Reports will be posted to the Employee Council website “Minutes and Media” page
    o Moving ahead with all projects in Campus Development; if have any questions e-mail Alice at mtarkin@emory.edu
    o Campus Development Committee Meeting Minutes October 2012

• Jessica Perlove – Past-President, Employee Council
  ▪ University Senate Updates: October 2012 Meeting

• Anita Yarborough – Treasurer, Employee Council
  ▪ Treasurer’s Report:
    o Our starting budget for the 2012–13 terms was totaled at: $6,000.00.
    o For monthly EC meetings we are allotted $3,900.00 we have used $689.14 and are now at $3,210.86.
    o For the month of October 2012 we spent $365.14 which went towards the lunch provided.
    o Our Veteran’s Day budget we had $300 and we have used $300.
    o The Marketing Expense for the Hardship Fund we have $300 and we have used $0.
    o In our EC Executive Council Development budget we had $1,000 and we have used $61.32 that went to buying software products.
    o In our Staff Fest/Council Marketing Items budget we had $500 and we used $313.89.
    o Also, we have budgeted for the upcoming December 2012 party: $2,500.00.
    o At the present we have used $1,364.35 and the Employee Council budget stands now at a total of: $4,635.65.

• Lisa Granholm – Historian, Employee Council
  ▪ Historian Report: Hidden in the Eaves Video
    Commencement Mace Video

Meeting adjourned at 2:00 pm.

Respectfully submitted by Marsha Howard
Secretary, Employee Council 2012-2013