

December 1, 2022

University of North Carolina School of the Arts

Winston-Salem, North Carolina

PERSONNEL COMMITTEE MEMBERS

Jeffery Bullock (Chair), Mark Land (BOT Chair, Ex-Officio,) Skip Dunn, Anna Folwell, Peter Juran, Ches McDowell, Ralph Womble, and Reid Wilson (non-voting)

PERSONNEL COMMITTEE STAFF

Angela Mahoney (Staff), David Harrison (Staff), Amanda Balwah (Staff), Susan Porter (Staff), Cappi Shelton (Staff), Steve Cochrane (Staff Council Representative), Martha Golden (Faculty Council Representative)

AGENDA

OPEN SESSION

1. Call to Order and Confirm Quorum.....Chair Jeffery Bullock
2. Approval of Minutes from September 29, 2022..... Chair Jeffery Bullock
3. New Hire Update..... Angela Mahoney
4. Separation Update..... Angela Mahoney
5. Employee Appreciation Week..... Angela Mahoney
6. Vacancy Trends Update.Angela Mahoney
7. Service Level Agreement.....Angela Mahoney
8. Learning and Development Update..... Angela Mahoney
9. PeopleAdmin: Performance ManagementAngela Mahoney
10. COVID Update..... Angela Mahoney
11. Benefits / Leave Update.....Angela Mahoney
12. Staff Council Update..... Stephen Cochrane Sr, Staff Council Chair
13. Other Business.....Committee Members & Staff
14. Adjourn..... Chair Jeffery Bullock

UNIVERSITY OF NORTH CAROLINA
SCHOOL OF THE ARTS

OPEN MINUTES

September 29, 2022

University of North Carolina School of the Arts

TRUSTEES PRESENT

Jeffrey Bullock (Chair), Peter Juran, Mark Land (BOT Chair, ex officio), Ralph Womble

TRUSTEES ATTENDING ONLINE

Anna Falwell

STAFF PRESENT

Amanda Balwah (Staff), Steve Cochrane (Staff Council Representative), Martha Golden (Faculty Council Representative), David Harrison (Staff), Angela Mahoney (Staff), Susan Porter (Staff), Cappi Shelton (Staff)

CONVENE MEETING AND CONFIRM QUORUM

Chair Jeffrey Bullock convened the September 2022 meeting of the Personnel Committee. A quorum was confirmed.

REVIEW AND ACCEPTANCE OF MINUTES

Committee members reviewed the minutes from the April 2022 meeting. A motion was made to accept the minutes, the motion carried.

The following HR Updates were presented by Angela Mahoney:

NEW HIRES AND SEPARATIONS: There were a total of 44 new hires since the April meeting. This included 12 Faculty, 10 EHRA Non-Faculty, and 22 SHRA Employees.

Key New Hires included:

EHRA Tier I – Rachel Williams, Dean of Division of Liberal Arts

EHRA Tier II – Patrice Goldmon, Assoc. General Counsel, Division of Institutional Integrity

Kathryn McMillan, Asst. Vice Provost for Strategic Planning & Operations

Jimmy Norwood, University Architect, Facilities Management

There were 39 separations since the April meeting. This included 24 Voluntary, 6 Transfers, 8 Retirements, and 1 Death.

Key Separations included:

EHRA Tier I - Martine Green-Rogers, Division of Liberal Arts

Michael Smith, Finance and Administration

EHRA Tier II - Christopher Placco, Facilities Management

Angela noted that YTD numbers for both New Hires and Separations exceeds the calendar year totals for each of the previous four years. She stated that the HR staff is working beyond capacity due to these increases as well as major initiatives that HR is tasked with, including a new classification system for all SHRA employees, the conversion of Financial Services positions to EHRA, and the conversion of Law Enforcement employees and positions to a new EHRA Hybrid classification. Angela stressed the need for additional employee(s) in HR as well as her concern of the institutional risk should any member of HR leave the team. Chair Bullock suggested that she prepare a three/five-year strategic plan for HR. Committee member Anna Falwell asked if there are short and long-term fixes that could help with the situation in HR, such as a one-time bonus structure, or temporary funds. Angela advised that there is a new state retention fund that may be available as well as the potential for increases if funding is granted for any of the team. With funding, HR could also hire temporary employee(s). Provost Sims added that the Faculty HR needs are also a concern and stressed the need for HR support in this area as well.

Angela stated that improved technology could help increase efficiency for HR, specifically referencing work with PeopleAdmin and a proposal for Ellucian to develop Electronic Personnel Action Forms (EPAFs). A request for one-time funding has been made for the Ellucian product. Temporary Employee hires have increased as well, with 237 temporary employees hired in August 2022. This is a manual process. The EPAF will help with efficiency in this area.

Employee Appreciation Week: HR initiated a survey to determine what employees wanted for their employee appreciation celebration. Based on the results, a weeklong event will be held for employee appreciation the last week of October.

Manager and Supervisor Toolkit:

Angela presented a preview of the toolkit, which HR developed to centralize information for managers/supervisors on our campus. Angela contacted universities within the UNC system with a master's in human resources and developed an internship with the goal of creating this toolkit for the HR website.

Staff Council Updates:

Steve Cochrane reiterated the need for use of technology to reduce workload. As staff council chair he has talked with different areas on campus and feels there is a real need to work smarter, not harder. Areas have been identified where workload can be reduced with enhanced technology. There is also a goal to get level one data in a more secure place. Staff council's goal this year is finding ways to reduce workload, as well as offering training for employees on new systems that have been introduced on campus.

Learning and Development: Angela reported the HR worked with a consultant to survey and define the most critical needs for training on campus, which included Basic Computer skills, training on UNCSA systems and policies, and Mental Health crisis response. HR has partnered with the Employee Assistance provider, ComPsych, for two mental health related workshops.

Chair Bullock encouraged Angela to document the ideas for HR and reiterated the use of a strategic plan to help with tracking and achieving the initiatives.

With no further items for discussion, Chair Bullock called for a motion to adjourn. The motion was approved, meeting adjourned.

AGENDA ITEM

New Hire Update.....Angela Mahoney

Summary:

Key new hires since the September 2022 meeting:

Mr. Mark Noto (EHRA Non-Faculty Tier II) – Information Technology

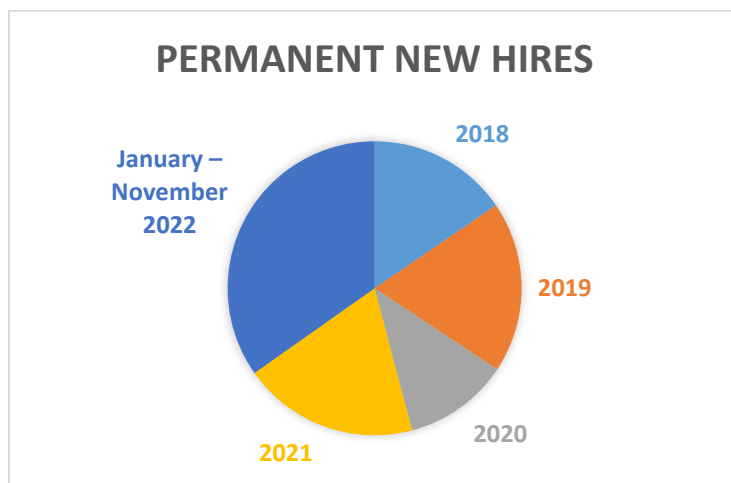
Total New Hires = 22

- Faculty - 0
- EHRA Non-Faculty – 6
- SHRA – 16

New hires 2018 – year to date:

Permanent New Hires

Year	Permanent New Hires
2018	32
2019	39
2020	24
2021	40
January – November 2022	72



Action:

This agenda item is for informational purposes only.

AGENDA ITEM

Separation Update.....Angela Mahoney

Summary:

Key separations since the September 2022 meeting:

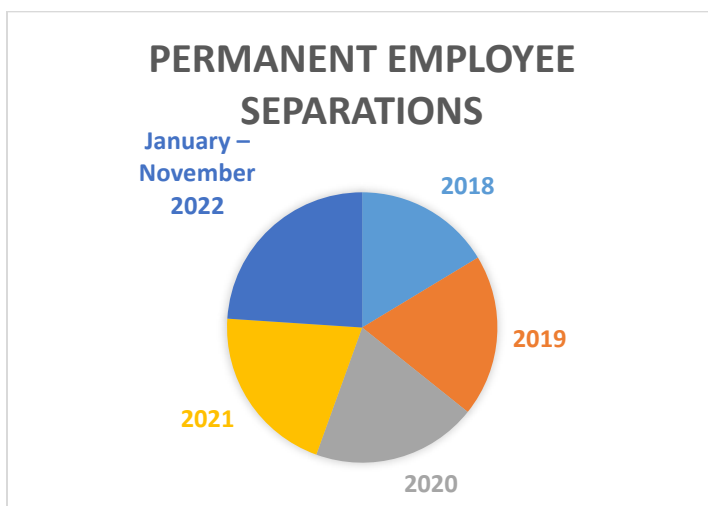
Mr. Jeff Patron (EHRA Non-Faculty Tier II) – Institutional Research

Total Separations = 9

- Involuntary - 0
- Voluntary – 6
- Transferred - 2
- Retirement – 1
- Death - 0

Separations 2018 – year to date:

Year	Permanent Employee Separations
2018	43
2019	51
2020	52
2021	54
January – November 2022	63



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AGENDA ITEM

Employee Appreciation Celebration..... Angela Mahoney

Summary:

Employee Appreciation Celebration was held from October 24, 2022 – October 28, 2022. The employees really enjoyed the week’s activities. Activities consisted of the following:

Monday, October 24

- Fall Flavors and Coffee Social in the Library 4th floor
- Cornhole Tournament

Tuesday, October 25

- Tie-dye T-Shirts
- Employee Luncheon

Wednesday, October 26

- Chair Massages

Thursday, October 27

- Flu Shots
- Tie-Dye T-Shirts

Friday, October 28

- Cornhole Tournament, Musical Chairs, Jenga, Pinata games
- Pumpkin Judging

Corn Hole Tournament Winners

Jordan Jones and Alisa Clark in Facilities

Pumpkin Carving Contest:

1st Place – Jess Grundman -Mail Center

2nd Place – Ramona Richmond and Karen McCormick – Student Affairs

3rd Place – Heidi Sosa - Admissions

Action:

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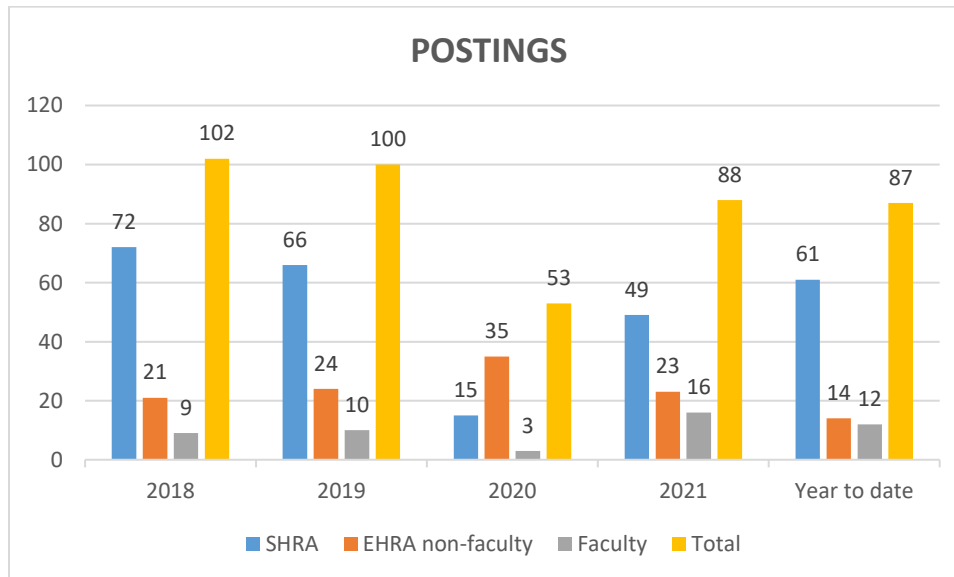
AGENDA ITEM

Vacancy TrendsAngela Mahoney

Summary:

POSTINGS

	2018	2019	2020	2021	Year to date
SHRA	72	66	15	49	61
EHRA non-faculty	21	24	35	23	14
Faculty	9	10	3	16	12
Total	102	100	53	88	87



Action:

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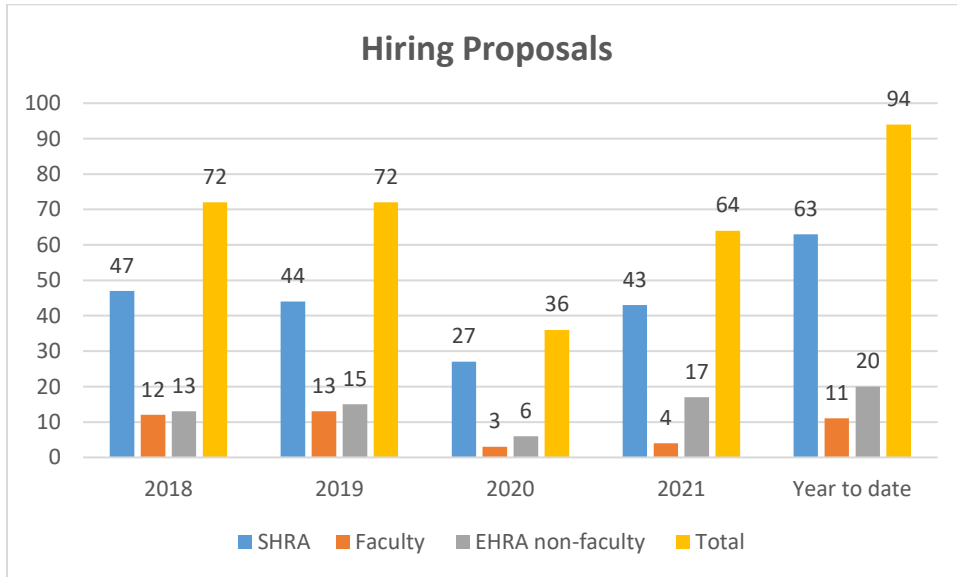
AGENDA ITEM

Vacancy Trends (continue)Angela Mahoney

Summary:

HIRING PROPOSALS

	2018	2019	2020	2021	Year to date
SHRA	47	44	27	43	63
Faculty	12	13	3	4	11
EHRA non-faculty	13	15	6	17	20
Total	72	72	36	64	94



Action:

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AGENDA ITEM

Human Resources Service Level AgreementAngela Mahoney

Summary:

The HR Department strives to be a trusted partner with the UNCSA campus community and provide exceptional customer service. Therefore we have published our service level agreement. The purpose is to streamline and continue the strategic and supportive partnership between the Human Resources Department and the faculty, staff, and students of UNCSA. Our faculty, staff, and students are our customers, and we strive to exceed their expectations.

The service level agreement serves to formalize support and working assumptions between HR and the campus community as it relates to Recruitment/Employment and Classification/Compensation actions. Additionally, the document defines mutual requirements and expectations for processes and helps improve customer service.

HR Service Expectations Document

Type of Action	Required Documents / Information from Department	* HR Complete
Establishment of New Positions	Consultation with HR, Position Description, Organizational Chart, Funding Approval from Budget	12 Business Days
Title Change (EHRA employees)	Consultation with HR, Updated Position Description, Organizational chart, Form 101 with signatures	12 Business Days
Reclassification (SHRA employees)	Consultation with HR, Updated Position Description, Employee Competency Assessment Form, Organizational chart, Form 201 with signatures	12 Business Days
Interim Appointments	Consultation with HR, Form 201 or 101 completed with all signatures	12 Business Days
Competency Level Change	Consultation with HR, Updated position description, Employee Competency Assessment Form, Organizational Chart, Form 201	12 Business Days
Labor Market	Consultation with HR, Form 201 or 101 completed with	8 Business

Action: This agenda item is for informational purposes only.

AGENDA ITEM

Learning and DevelopmentAngela Mahoney

Summary:

Learning and Development Opportunities that have been offered to the Campus Community:

Date	Workshop	Facilitator	Attendees
08/30/22	ComPsych General Overview	ComPsych Representative	13
09/07/22	Preventing Employee Burnout	ComPsych Representative	18
10/12/22	Mental Health Awareness for Leaders	ComPsych Representative	06
11/08/22	Difficult Conversations during times of Unrest	ComPsych Representative	14

Action:

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AGENDA ITEM

PeopleAdmin: Performance Management Angela Mahoney

Summary:

We are excited that testing is underway for the Performance Management Module for PeopleAdmin, and we have identified a Pilot Group. We are anticipating a GO Live for the Performance Management Cycle for FY 23/24 of both the SHRA and EHRA employees in 2023.

The screenshot shows the PeopleAdmin Performance Management interface. At the top, there is a dark blue header with the text "Performance Management" on the left and "Welcome, Angela Mahoney My Profile Help logout" on the right. Below this is a purple navigation bar with "Home Programs Reviews Users" and "Shortcuts". The main content area is titled "Reviews" and includes a search bar with a "Saved Searches" dropdown, a search input field, a "Search" button, and a "More Search Options" dropdown. Below the search bar, there is a tab labeled "Open Reviews - All" with a close button. A table header is visible with columns: "Review Subject Name", "Review Supervisor Name", "Subject Reporting Org", "Percent Complete", "State", "Program Name", and "(Actions)". A "SUPPORT" button is located at the bottom right of the interface.

Action:

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AGENDA ITEM

Covid UpdatesAngela Mahoney

Summary:

Beginning January 1, 2023, coverage for the testing and treatment of COVID-19 will be the same as any illness, subject to the applicable cost share based on the service received and the place of treatment. This includes coverage for FDA-approved medication based on the tier it falls on the Humana drug list.

Teleworking:

Number of Employees Working On-Site 100%	Number of Employees working a Hybrid Schedule (Teleworking and On-site)	Number of Fully Remote Employees
421	44	11

Action:

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AGENDA ITEM

Benefits / Leave.....Angela Mahoney

Summary:

Open Enrollment:

- 2023 Open Enrollment was October 10-28, 2022
- There were 2 enrollment platforms: Benefitfocus and Empyrean
 - 97% completed – 478
 - 3% did not complete - 12
- We held UNCSA 13 in-person enrollment sessions to help employees enroll.

Flu Shot

- 71 employees received a Flu shot during Employee Appreciation Week

Ginger On-Demand App:

- Ginger is on-demand access to mental health support anytime, anywhere for employees and dependents age 18 and older.
- Introduced to the campus community on October 3rd
- Ginger offers Coaching, therapy, and psychiatry—all in one place.
- **Behavioral health coaching.** Texting through the Ginger Emotional Support app is convenient, discreet, secure, and can be done at any time, from anywhere—whether you're in bed at 2 a.m. or taking a lunch break.
- **Self-care Library.** More than 200 clinically validated resources, including self-guided activities, videos, podcasts, classes, and more to help you practice well-being techniques and develop life skills.
- **Video-based therapy and psychiatry.** Licensed therapists and psychiatrists can help you address ongoing psychological symptoms and prescribe medication. Support is available on evenings and weekends to fit your schedule.
- Ginger Training for Student Affairs was offered - on October 24th

ComPsych Employee Assistance Program

A confidential service offered to employees dealing with emotional challenges, substance abuse issues, family crises, and legal and financial worries. ComPsych is also a resource that helps to deal with the after-effects of critical incidents.

Action:

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AGENDA ITEM

Staff Council Updates..... Stephen Cochrane Sr, Staff Council Chair

Summary:

Chair Summary

During this first half of the academic calendar, Staff Council has been busy trying to get back to or redefine our campus culture. The pandemic has affected us all, but I'm not quite sure if most of us understood just how much. We have been working hard to reconnect people to campus and each other.

One initiative is that we hand deliver UNCSA Staff Council mugs to all new Staff members. We stopped doing this during the pandemic. I felt this was important to restart this initiative. HR supplied us with a list of new employees since 2020.

There were 108 new staff members on the list, which was a big surprise. We've presented over half of the new hires with their Staff Council Mugs. We plan on completing this once we can get more mugs ordered.

Regardless of why these people left, be it for retirement, for more money, or because they were unhappy, it underscores the amount of work that fell on other staff members during the time these positions were vacant. It also highlights the amount of institutional knowledge we lost and the overwhelming effect this had on our campus culture.

According to DecisionWise, a small HR Consulting group, **Campus Culture** is defined as a set of values, norms, guiding beliefs, & understandings that is shared by members of an organization and is taught to new members as the way to feel, think, and behave. It can be expressed as "The way we do things around here."

Employee Experience is the sum of perceptions employees have about their interactions with the organization in which they work. It can be expressed as the impact of the culture on the employees.

Employee Engagement is an emotional state where employees feel passionate, energetic, and committed toward their work. As a result, they are more likely to invest their best selves in the work they do. It can be expressed as the employees' positive emotional response to the employee experience.

To improve employee engagement, we will likely need to improve the employee experience and to improve the employee experience, and we need to adjust the organizational culture.

AGENDA ITEM

Staff Council Updates (continue) Stephen Cochrane Sr, Staff Council Chair

Our plan:

Employee Engagement: We will continue to offer feedback to the Administration for more mandatory manager training and professional development on leadership and employee engagement.

Employee Experience: To create an Employee Onboarding Committee: This committee will provide feedback to all stakeholders. We will make sure that the employee feels welcomed on day one by having a welcome gift ready, giving them a tour, and creating a buddy program so they feel a part of campus culture. We would like to have an interview with them 60 days after their start date to see how they are doing and to get feedback on their experience.

Campus Culture: What we're already doing. We are fortunate that Chancellor Cole has set UNCSCA apart in this regard.

- He instituted campus-wide Sexual Harassment Training for a safer campus for all.
- He set EDIB as a strategic initiative. We have formed Affinity groups and have begun deep healing conversations as a result.
- Chancellor Cole has reinstated Christmas at the Residence for the campus community.
- He will sponsor a team to represent UNCSCA at the Mistletoe Run.
- The Staff Enrichment committee continues to curate events that address professional development, wellness, and opportunities to enrich the skills and knowledge base of the campus through classes, tours, and conversations. One of those classes was an introduction to our employee engagement platform, Yammer. Since then, we've seen an increase in employee engagement.

We still need to work with the administration on the following.

- We need to take an honest look at the workload on (students, faculty, and staff) and honestly communicate what we can and not do and why.
- We need a process where we foster innovation. Employees want to improve things, and we'll feel connected when we're allowed to improve things
- Develop a communication plan that supports the diverse community that we have. Currently, we send all information out through one channel, email. This process does not address the multi-generational campus that we've become, nor does it support organic feedback.
- We need to modernize our employee recognition program.
- Building purpose for employees with career tracks, if possible. Finding every possible way for employees to grow in the organization.

AGENDA ITEM

Staff Council Updates (continue) Stephen Cochrane Sr, Staff Council Chair

Community Service and Sustainability

I firmly believe that if we can have a positive impact on the surrounding community. In doing so, we will make the community better and the campus a safer place for our entire campus community. We have an ongoing food drive, and we have partnered with Cover the City to help provide blankets to homeless people in our community.

Membership and Elections Committee

We held a special election to elect a chair-elect for next year. Dave LaVack will replace Viah Streater, who had to step down for personal reasons.

Action:

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