

CAPFA Minutes

Commission on Administrative and Professional Faculty Affairs

February 14, 2018 – 1:30pm – 2400 North End Center/WebEx

Present: Janice Austin, John Benner, Allen Campbell, Martin Daniel, Mallory Foutch, Alan Grant, Debbie Greer, Amy Hogan, Karisa Moore, Mary Norris, Vicky Ratcliffe, Sue Teel, Lonnie Johnson, Margaret Ratcliffe

Absent: Maria Balota (with notice), Mary Christian, David Clubb (with notice), Jeremy Daubert (with notice), Laura Neff-Henderson, Monika Lawless (with notice), Prateek Mishra, Cayce Myers (with notice)

Dr. Austin called the meeting to order at 1:35pm. A quorum was present.

Note of Approval of Minutes from January 10, 2017 done electronically

Dr. Austin reported the minutes were sent out on Jan. 18 for review, and were approved electronically. They have since been forwarded to the University Council.

Old Business

Dr. Austin mentioned the open Resolution CAPFA 2017-2018A on telework, which had been tabled in the January meeting. Discussion on the resolution was moved to the end of the meeting, as some of the new business items may impact the resolution.

New Business

Dr. Austin then introduced the meeting guest, Martin Daniel, Associate Vice President for Human Resources Strategic Engagement. Mr. Daniel's presentation focused on outlining some of the changes and restructuring to Human Resources and how the department is moving forward to best meet the challenges of not only describing and filling positions, but recruiting, retaining and training employees. Mr. Daniel opened his presentation with background on his career with Human Resources and various academic at Virginia Tech. He then described some of the drivers of change, including demographic changes, upcoming retirements and filling of such positions with the younger generation. The university is also drifting away from classified staff positions, with a large number of A/P faculty. The number of employees subject to the VA DHRM has continued to shrink.

Mr. Martin noted than current restructuring efforts at Human Resources reflect an inflection point where they are transforming to provide higher value and services. This work includes updating the department mission statement and addressing employment needs of the university through three layers:

1. Strategic Services – taking a more active role as a department to recruit, retain and train employees.
2. Consultative Services – Using data analytics more to identify trends and interpret what current needs and future needs will be and how best to address them
3. Administrative – Strategic Engagement with other departments to identify needs and fill positions

To address these three layers there are several goals.

1. Hire workforce that is comprehensive and competent to meet university needs
2. Capacity – how many people do we need, how do we improve the skills of people we have
3. Strategic HR programs/services to ease burden of hiring/retaining specialized positions, dealing with retirements

Mr. Martin stated that the HR department is stretched a little thin with personnel helping to cover needs of various departments. Mr. Martin also stated that HR will try to look into developing pipeline programs with help from community colleges for hard to fill technical positions. HR will also work to develop trainings for people who do similar jobs in various departments to improve efficiencies and reduce mistakes. Mr. Martin went on to further describe some of the details of these changes and how they may develop. He then ended his presentation and opened the meeting up for questions.

The Commission then moved to discussion of HR changes and questions. Mallory Foutch noted that there are people who have very similar positions and responsibilities but work in different academic departments may get compensated differently. Mr. Martin stated that the reasoning behind compensation is very complex where education, performance, experience, years of service, funding are all essential factors in the formula. Margaret Radcliffe stated that that for many A/P faculty there seems to be no clear organized career pathway, as there is with instructional/teaching faculty and research faculty. Mr. Martin conceded that in many ways that does appear to be the case. Dr. Grant noted that extension faculty do have three tiers or three promotion processes to go through.

Mr. Martin mentioned that the HR program is more fractured at Virginia Tech than other peer universities, each dept. has some HR staff with them. Some departments are in need of a recruiter, such as IT.

Allan Campbell asked that with these changes and new goals and new programs for HR, will HR have to add new people or forgo doing some tasks it currently does. Mr. Martin said that to what degree these changes may result in either outcome remains to be determined. Mr. Campbell then asked what position HR takes on Centralized vs. Decentralized administration. Mr. Martin stated that both are needed, those tasks which can gain efficiency through centralization (funding plans, market pay and competitiveness) will be centralized, those that require self-governance and independence (actual pay, hiring) will be decentralized.

Mr. Martin noted that we had approximately, 3,500 staff, up to 2,400 university staff, up to 1700 A/P faculty, 700 research faculty, 2,500 teaching and research faculty. Mr. Martin also noted that AP Faculty will be hit by retirements. Karisa Moore mentioned that the university restructuring will have an impact on how the university may fill positions, with less classified staff and more A/P faculty. Mr. Martin noted that HR tries to be stewards of resources, resources going in, resources going out. Revenue

requirements, velocity of applications, pay scale questions all go into filling vacancies. Use of data analytics will be incorporated into meeting notes.

Margaret Radcliffe asked what percent of jobs are funded from tuition. Mr. Martin noted that most are, except in the case of restricted positions. Ms. Radcliffe pointed out that from her point of view, in a research center, all the positions are restricted and none are funded by tuition. As research spending grows, she sees this trend toward restricted positions increasing. Dr. Austin asked how the VP for HR search was going, Mr. Martin noted that they are working with a hiring firm to find someone qualified, but it was outside of his responsibilities so he didn't have any specific information.

Faculty Staff Headcount 1-13-18

Classified	1,025
University	2,419
AP	1,744
TR (inc Research)	2,581
Grad Assts	2,657
Other `	39
PT Faculty	330
Wage	1,022
Wage - Student	4,154
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	15,971

Old Business

The commission then returned to Old Business and the telework resolution. Discussion centered on what the resolution is meant to address, the definition of telework, what jobs at the university are affected by it and if the resolution should be passed by the commission. Mr. Martin stated that telework formulated for people who most often not in a campus office for the majority of the working week and that there are large segments of the university workforce that are exempted to this. He also stated the policy is not meant to address occasional work from home. After further discussion, Mr. Martin stated that HR will make some changes to the resolution and possibly bring it back to the commission.

New Business

Dr. Austin gave an update on the 3 grievances that have come before CAPFA. There is currently only one that is active. The commission then reviewed the current CAPFA grievance procedure. Amy Hogan stated that some of the procedures should be updated to match current policy. Dr. Austin and Amy decided they would make some of the needed revisions and present the updated edition at the next CAPFA meeting. Of the active grievances, only one of the two issues was grievable. Dr. Austin stated that that grievance is therefore at Step 2 of the procedure, selecting hearing panel members and solicited volunteers willing to serve on the panel.

Commission Representative Reports:

Commission on Staff Policy and Affairs – Margaret Radcliffe said that there was nothing new to report and that the only issue CSPA is currently addressing that would be of interest to CAPFA is the review of the winter closing policy.

Transportation and Parking – No Report

Commission on Student affairs – No Report

GSA – Mary Norris reporting. Dean Karen DePauw presented to GSA on reducing academic bullying.

Our next meeting will be March 14, 2018. The meeting then concluded at 2:54 p.m.