"A nation, as a society, forms a moral person, and every member of it is personally responsible for his society." -- Thomas Jefferson to George Hammond, 1792
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The Human Resources and Training Office
July 1, 2005– June 30, 2006

The Facilities Management Human Resources and Training staff provides the full range of hu-
man resource services to the staff and management of Facilities Management, supporting the
largest department at the University of Virginia. Specialized services include:

- Employee relations
- Position management, recruitment and employment
- Apprentice program recruitment and management
- Facilities Management training and development
- Employee information management
- Classification and compensation management
- Workers compensation administration
- Benefits consultation services
- Tuition assistance administration
- Communications programs
- Employee recognition programs
• Throughout the fiscal year, the Human Resources & Training (HR&T) Office has supported the University’s expanding efforts for **diversity and equity**.

➢ When the University launched a series of public awareness efforts on the subject, HR&T took the initiative to purchase and post throughout all Facilities Management offices and shops a collection of posters that recognized the value of diversity.

➢ HR&T also distributed “Tolerance--Worth Reaching For” materials from the Teaching Tolerance project sponsored by the Southern Poverty Law Center as well as 800 ribbons representing the University’s “Stand Together--Reject Hatred--Embrace Diversity” campaign.

➢ HR&T’s close working relationship with Facilities Management’s diverse staff proved to be a valuable resource in many ways throughout the year. As in previous years, our work with English as a Second Language (ESL) and General Educational Development (GED) classes was successful. This year, HR&T was asked to identify speakers (from among our immigrant employees) who could share their experiences from their homelands and their eventual immigration to the U.S. and integration into the Charlottesville/Albemarle community. We were able to suggest individuals who accepted the challenge and made a great difference in two
audiences’ understanding of the perspective of the many refugees entering the local economic and employment venues:

- Leadership Charlottesville, a program designed by the Chamber of Commerce and attended by 35 community leaders and employers seeking to build better bridges of understanding and cooperation, invited our colleagues (seated L-R) Kamela Adish of Afghanistan and Jean Bimenyande of Rwanda, and (standing L) Sophal Enn of Cambodia to speak to the group about their experiences as they immigrated or fled from their homelands and began new lives in Charlottesville. Alan Cohn, director of Faculty and Staff Employee Relations, (standing right) introduced this panel.

- These three Facilities Management employees again addressed cultural diversity on February 17, 2006 at a staff retreat – “Walking in Another’s Shoes” - sponsored by Vice President and Chief Financial Officer Yoke San Reynolds. Their presentations were heard by approximately 50 University administrators, managers and human resources directors as well as the University’s Executive Vice President & Chief Operating Officer and the Vice President & Chief Officer for Diversity & Equity.

- HR&T provides full support and management of the Facilities Management Employee Reward and Recognition Program, which was initiated in March 2002. The Human Resources & Training Coordinator receives, processes, and documents all nominations, as well as provides full utilization reporting on a monthly basis. During this fiscal year, 555 rewards were granted under this program. Of these, 487 were Level One Rewards, 53 were Level Two Rewards, and 15 were Level Three Rewards. Additionally, three days of leave were granted. The approximate total cost of awards granted this fiscal year is $71,600. This represents a significant increase over last year’s utilization of
262 recognition rewards, totaling $37,600. The following chart shows amounts rewarded per department within Facilities Management.

- This chart depicts utilization over the last three reported years.
HR&T coordinated the preparation, administration and tracing of 150 In-Band Adjustment (IBA) recommendations totaling $357,662 for Facilities Management in the 2005-2006 reporting period. The following charts depict utilization by division and by quarter.
• In October 2005, the HR&T Director presented an overview of Facilities Management’s Apprentice Program to the Facilities Coordinators’ meeting.

• In November 2005, HR&T staff represented Facilities Management at the University’s semi-annual New Employee Welcome and Resource Fair while the newly hired Customer Service Managers were being introduced to their responsibilities. HR&T typically works closely with the Customer Service Managers in planning publications and information resources.

• In May 2006, HR&T coordinated efforts to convert four Health System and KCRC employees from agency 209 to 207. This involved considerable collaboration with both agency 209 and 207, UHR and state offices to resolve benefit, pay, leave, service time, probationary period, and other issues. This is the final group from the KCRC acquisition to be converted. Additional efforts for this issue should not be required.

• The HR&T Director again this year provided advisory representation to all Facilities Management Employee Council meetings to offer additional information/interpretation on UVA policy, plan changes, etc., and to assist Council members in accurate communications with our workforce.

• The HR&T Director continues to be an active participant in the University Human Resources Liaison Group, which is comprised of field HR managers and University HR leadership, to improve communication and information flow on critical issues to the departments.

• HR&T worked with University Human Resources (UHR) to verify service award dates for Facilities Management employees who were to be recognized for 10, 15, 20, 25, 30, 35+ years of service, and actively participated in and supported University service award events.
• HR&T completed and arranged for display photographs of the 25, 30 and 35+ year Service clubs in the Alderman Road office foyer, HSPP and the Heat Plant.

• HR&T staff continued digital imaging in our effort to decrease space required for hard copy file storage. As of the end of FY 05-06, the following had been scanned and shredded:
  ➢ Position Number 2700s—7302 (now complete)
  ➢ Medical Files - A—M
  ➢ Position and Medical records related to previously scanned files
  ➢ Info on Active/Inactive Temp, Wage/Student Files
  ➢ Terminated FTE Employee Files

• HR&T staff again completed Facilities Management’s annual report for the CFO Office. We also provided photographs and text for inclusion in news releases, the Facilities Management website and other publications as well as requests from the Office of the Vice President for Management & Budget and the University News Office.

• In support of recruitment and training responsibilities, HR&T again provided organizational and planning services to host the annual Apprentice Reunion and Recruitment Luncheon, the annual Apprentice Graduation/Induction and Training Recognition Ceremony, and job fairs including University Community Relations’ new initiative, the May 11 Jobs at UVA (more details follow in the next section).

• In addition to Human Resources & Training functions, the HR&T office provided a total of 16 days administrative coverage for the Office of the Chief Executive Officer during FY 2005-2006.
II. Recruitment

- During the 2005-2006 fiscal year, the HR&T office attended five Career /Job Fairs throughout the area.

  ➢ In November 2005, we attended the 7th Grade Career Expo at UVA Newcomb Hall. This new venue was sponsored by the Charlottesville Area School Business Alliance (CASBA) and hosted by UVA. Electrical apprentice Chad Simpson joined the HR&T staff representatives to talk with the visiting students. We find that often young prospective applicants are more comfortable asking questions and talking with our young apprentices.

  ➢ In January, we attended the CATEC Career Fair at Fashion Square Mall in Charlottesville, a location popular with families, teens and young adults. This annual event attracts many individuals and provides an opportunity to share information about employment opportunities at Facilities Management.

  ➢ Also, in January, we attended the Training & Technical Education Fair at Riverheads High School in Augusta County. High School students learned about employment opportunities and the Apprentice Program.
➢ We represented Facilities Management at the **annual PVCC Career Fair** in March. This fair is always well attended and provides an opportunity for high school students to learn about securing employment after graduation.

➢ On May 11, 2006, Facilities Management was well-represented at the **first** “Jobs at UVA” event sponsored by University Relations at Monticello Event and Conference Center. Apprentices Tiewan Benston, Cindy Campbell and Jamel Smith attended with HR&T staff and were excellent “ambassadors” for the Apprentice Program as well as Facilities Management in general. HR&T staff served on the planning committee for this event which was designed specifically to target communities which are economically disadvantaged and which may have previously considered a job at UVA unattainable. As a direct result of our participation in this event, we recruited a number of applicants resulting in two minority apprentice hires for 2006 and a temporary employee for the HR&T office.

- The fifth annual **Apprentice Reunion and Recruitment Luncheon**, held April 20, 2006, promoted our apprentice positions available this year and brought current apprentices and past graduates together to share experiences and plans to enhance the University of Virginia Apprentice Program. We had more than 70 attendees, most of whom were current or graduated apprentices and their guests who were interested in learning more about apprenticeship with Facilities Management. The guests are important because they are known by their sponsors to be good candidates for the Apprentice Program. From among those guests, we recruited two new minority apprentice inductees, Leslie Kiracoffe and Brian Wheeler. The keynote speaker was Gordon Jones, HVAC master mechanic and a graduate of the very first class of
apprentices in 1986. A special guest speaker was Todd Cook, the Regional Apprentice Program Representative.

- Four **Apprentice Interview Committees** worked diligently during June 2006, to conduct a total of 41 interviews for 9 apprentice positions. These committees were comprised of representatives from the Facilities Management HR office, University Human Resources Staffing, the Equal Opportunity Programs office, graduated apprentices in the respective trade, and representatives from the trade area receiving the new apprentices. This year’s efforts to diversify our applicant pool were evidenced by the increased numbers of women and minorities interviewed and selected. Two white females and one black female were interviewed; one white female was selected for an apprentice position in HVAC. Ten African American males were interviewed; three were selected for apprentice positions in Plumbing. One Hispanic male was interviewed and was selected for an apprentice position in Masonry.

- In April 2006, the HR&T Director and the HR&T Training Coordinator presented an **information session** featuring the Apprentice Program and other Facilities Management jobs to non-college track students at Western Albemarle High School.

- In May 2006, during the Apprentice recruiting window, the HR&T Director conducted **Apprentice Program informational meetings** with approximately 150 entry level Facilities Management workers, including those in housekeeping and recycling, to explain the program, the application and selection process.
III. Employment/Compensation

- The volume of employment transactions has remained consistent with the previous fiscal year. A total of 157 new employees were hired. There were 88 new classified employees hired, 69 temporary, wage and student employees hired and three faculty positions filled. Approximately 54% of the new full time classified employees were hired by Operations and 23% were hired by Health Systems Physical Plant. Of the wage, temporary and student employees hired, approximately 36% were hired by Operations, 30% by HSPP, 20% by FP&C, and 14% by Energy and Utilities. On the whole, the activities remained stable from the previous year, which is represented in the following graphs:
Hiring of Temp / Wage / Student Employees by Month
Fiscal Year 2005 - 2006

Hiring of Employees by Fiscal Year

# of Employees = 69
• At the end of the fiscal year 2005-2006, 81.5% of full time positions were filled which is comparable to last year’s percentage of 82% filled positions. There were 101 classified positions posted on the Job Opportunity Vacancy listing.

• Facilities Management’s overall staffing at the end of the fiscal year (June 30, 2006) is shown in the following chart:

<table>
<thead>
<tr>
<th>DIVISION</th>
<th>TEMP/ WAGE</th>
<th>FTE</th>
<th>FTE VACANT</th>
<th>FACULTY</th>
<th>FACULTY VACANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFO</td>
<td>2</td>
<td>6</td>
<td>0</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>OPERATIONS</td>
<td>28</td>
<td>410</td>
<td>50.50</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>FP&amp;C</td>
<td>16</td>
<td>65</td>
<td>17</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>HSPP</td>
<td>11</td>
<td>158.5</td>
<td>60</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>BMS</td>
<td>1</td>
<td>51</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>ENERGY &amp; UTILITIES</td>
<td>11</td>
<td>100.5</td>
<td>16</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>69</strong></td>
<td><strong>791</strong></td>
<td><strong>145.5</strong></td>
<td><strong>12</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

• There were 31 employees promoted via competitive recruitment with 37% in Operations, 32% in HSPP and 24% in Energy & Utilities.
• There were 84 employees who terminated employment. Of those, 18 retired.

Termination of Employees by Month Fiscal Year 2005 - 2006

Termination Reasons Fiscal Year 2005 - 2006
- There were 31 employees who transferred to other Facilities Management positions.
• The number of **Position Actions** has remained comparable to those from the previous year. There were a total of 122 actions processed. They were fairly equally divided among FP&C with 29%, HSPP with 25%, Operations with 23% and Energy & Utilities with 20%.

### Position Actions for Fiscal Year 2005 - 2006

![Bar chart showing position actions by month for fiscal year 2005-2006]

**# of Position Actions = 122**

### Position Actions/Reallocations by Fiscal Year

![Bar chart showing position actions/reallocations by fiscal year]

**Position Actions/Reallocations by Fiscal Year**
• There were 27 **Pay Actions**, which included acting or temporary pays during a specified period and/or a salary increase for retention purposes. This does not include the Pay Actions issued for the quarterly Base Salary Adjustment Pay Actions which were detailed in Section I.
IV. Training and Development

- For the ninth consecutive year, Human Resources & Training has offered the *Supervisory Development Series (SDS) & Safety Certification* to departmental supervisors and prospective supervisors. The program continues to offer 30 hours of training experiences divided into 15 two-hour blocks covering the topics of supervisory skill enhancement, safety training, communication, customer service, career development, finance and budget, and discriminatory harassment awareness. The training program is a collaborative effort among Facilities Management, The Leadership Development Center, Equal Opportunity Programs, and Environmental Health and Safety. Employees who participate in this series were nominated by their directors to participate in the classes that run from September through June. For the first time, and in response to feedback from previous participants, we added the class “It Cost How Much?! How We Budget, Spend & Account in Facilities Management” to the SDS program curriculum. Jay Klingel, Director of Business Management Services, instructed and the class was a much needed and well received addition. Also, for second year, the program included attendance at the President’s annual State of the University Address.

- On July 26, 2006, 33 employees graduated from both the *Supervisory Development Series (SDS) and Safety Certification*, eight employees graduated from SDS only, and one completed the Safety Certification. To date, more than 250 employees have completed this program.
• **In-house computer courses**, as well as other in-house training programs, uphold the Facilities Management practice of offering local, hands-on training to our employees. Collaborating with Information Technology & Communications (ITC), HR&T offered Facilities Management employees new computer certification programs. Nineteen employees attended the new Keyboarding 101 Series and 37 employees attended the new Computer 101 Series. Of those, 30 employees passed the mandatory exam and received their certification. In August 2005, the HR&T Office offered an MS Publisher Fundamentals course which five employees attended. Two Outlook & Computer Basics classes and two Windows & Word Basics classes were offered in September; 22 employees attended these training classes. A Word Workshop and an Excel Workshop were offered in October; 11 employees attended these workshops. In January, the HR&T Office offered a MS Access Workshop which six employees attended.

![Computer Courses Graph]

• Working in collaboration with the City of Charlottesville’s Adult Learning Center and University Housing Division, **Adult Education** courses continue to support Facilities Management’s employees by offering advanced and beginner level courses in English as a Second Language (ESL), General
Educational Development (GED), Reading for Success, and Skills Development for the GED diploma exam. ESL courses were offered from September to June and attended by 27 Facilities Management and Housing employees, and GED courses were offered September through June; 23 Facilities Management and Housing employees attended. Three Facilities Management employees – Wanda Cousins, Kamela Adish and Frederic Roumegoux - were recognized and honored at the Voices of Adult Learners event during the Virginia Festival of the Book for their award-winning essays.

- In December 2005, the HR&T Office and the Office of the Chief Facilities Officer hosted the first annual Facilities Management Leadership Forum. This two-day event was held off Grounds at the Cavalier Inn and led by Michael Broom, Ph.D., a psychologist specializing in organizational development and training. His work is designed to empower individuals and organizations to achieve their goals in a manner promoting relationships and lessening or removing discord. One hundred and fifty-three Facilities Management supervisory and management staff attended.

- Additional miscellaneous training programs that were offered this reporting period included:
  
  - Mandatory Discriminatory Harassment Training for new supervisory personnel was conducted in December 2005; 20 employees covering all levels of Facilities Management leadership attended, compared to 13 in 2004-2005. New and current supervisors and faculty will continue to receive this training.
  
  - Heart Saver CPR/AED classes were taught in June 2006, to 17 employees by Wanda Hedges of Facilities Management Business Management Services.
Wanda is also a cardiac technician, captain of the Greene County Rescue Squad, and a certified instructor for AED (Automated External Defibrillator) training. The Public Access Defibrillator program (PAD) was brought to Facilities Management in June 2002, requiring staff to be trained in the application and operation of the AED.

- In August 2005, UVA’s Equal Opportunity Office hosted a **Search Committee EOP Training** course to assist Facilities Management with their search for a new Senior Review Architect.

- In February, HR&T offered two **Education Benefits Seminars** led by Emily Bardeen, Director of UHR Employee Career Services. Fifteen Facilities Management employees learned more about how to use UVA’s educational benefits to advance both professionally and personally.

- The **Excellence in Supervisory Management Certificate Series**, hosted by UHR was held from July to December 2005. Facilities Management was fortunate to be able to send one employee, Robert Adcock, who successfully completed this program.

- **Other Job-Specific Training** is required for employees in certain areas:
  
  - **Flag Training** was held in July 2005 and hosted by the Facilities Management Safety team; 11 employees attended.

  - **Right-to-Know & Fire and Asbestos Safety Training** was offered to our new apprentices in August. All 11 new apprentices attended this safety training class.

- **Educational Assistance** - The Human Resources & Training Office continues to promote the availability of educational assistance through the newsletter,
bulletin board posting, and emphasis at New Employee Orientation. During this fiscal year, we processed a total of **64 requests** from **33 different employees** of Facilities Management. These numbers show a significant increase from the 2004-2005 year, when 24 employees made 49 requests for tuition reimbursement and assistance.

**Education Benefit Requests**

- The following chart reflects usage over the last three reporting periods:

**Tuition Assistance Requests/Employees**

- The following chart reflects usage over the last three reporting periods:
As the fiscal year closed, the Human Resources & Training office prepared to host the annual **Apprentice Graduation & Induction and Training Recognition Ceremony** in the Dome Room of the Rotunda on July 26, 2006. Two graduating apprentices, Brandon Lucas (HVAC) and Robert Watson (Plumber Steamfitter) were to be honored and nine new apprentices were to be inducted:

- two HVAC- Leslie Kiracoffe (White Female), Walter Wimberly (White Male)
- two electricians- Brandon Good (White Male), Michael Rosson (White Male)
- three plumber/steamfitters- Craig Carter (Black Male), Daniel Johnson (Black Male), Brian Wheeler (Black Male)
- one plasterer—Charles Pierce (White Male)
- one mason- Juan Colindres (Hispanic Male)

The new recruits give us a total of 32 apprentices in training with UVA’s Apprentice Program.

Also at the July event, Melissa Chambers and Truman Payne would be recognized for their **educational accomplishments**. Melissa earned her BIS from UVA and Truman earned an Associates Degree cum laude from PVCC. ESL students Kamela Adish and Frederic Roumegoux and GED student Wanda Cousins were to be recognized for their award winning essays submitted through the Adult Learning Center’s Voices of Adult Learners event.
V. Human Resources & Training Professional Development

• Stephanie Burnette attended the Exceptional Assistant Network Conference sponsored by UVa’s Leadership Development Center and completed the following workshops:
  ➢ Communication Across Generations
  ➢ Diversity in the Workplace
  ➢ Sustaining Drive, Determination, & Dedication
  ➢ Keeping Your Stress Turned Low

• Amie Ferchak, HR Training Coordinator, completed HR Personnel and Train the Trainer Certification courses. She also graduated from this year’s Facilities Management SDS & National Safety Council certification as well as APPA’s Supervisory Toolkit in January 2006. Amie has been an active Notary Public for the Commonwealth of Virginia, an active member of the ASTD (American Society for Training & Development), and, recently, she passed the Professional in Human Resources (PHR) exam and is now a certified professional in the field of Human Resources.

• Donna Barnes Franko, HR&T Director, was an active member on the following:
  ➢ Heat Plant Associate Manager Interview Committee (Facilities Management)
  ➢ Director of Compensation Management Interview Committee (UHR)
  ➢ Facilities Management Employee Council (Facilities Management)
  ➢ Exempt Overtime Committee (UHR)
  ➢ Service Awards Committee (UHR)
  ➢ Jobs at UVA Planning Committee (University)
  ➢ Open House Committee (UHR)
  ➢ Virginia Dept. of Labor & Industry’s Apprentice Alumni Association Board of Directors
• The HR&T Director also completed the following professional development:
  ➢ SHRM (Society for Human Resources Management) State Conference, 9/25-27/06
  ➢ ACHRA (Albemarle Charlottesville Human Resources Association) Fall Conference, 10/11/05
  ➢ Customer Service Training, 4/12/06 (UHR requested for all HR Directors)
  ➢ SHRM National Conference, 06/25-28/06

• Judy Mendoza, HR Analyst, joined the Albemarle-Charlottesville Human Resources Association (ACHRA) which promotes best practices in human resources through workshop and conference opportunities. She also completed training in Excel.

• Betty Wooding attended “Leadership Lessons from Shakespeare” at the Blackfriar’s Theatre, sponsored by the Leadership Development Center; the annual Spring Conference of Virginia Press Women and the annual Information Technology Conference at UVA.
VI. Communications

- **The New Employee Orientation Program** was held seven times during this fiscal year. One hundred forty-five new wage, faculty, classified, and temporary employees were invited and scheduled to attend; 107 or 73% attended.

- Our newsletter, **Perspective**, was published four times during the fiscal year. Hard copies are distributed to all offices, departments and shops as well as facilities coordinators, managers, deans and department heads. In the interest of recycling and conservation, we encourage more readers to read the newsletters on line at [http://www.Facilities Management.virginia.edu/docs/perspective/current.pdf](http://www.Facilities Management.virginia.edu/docs/perspective/current.pdf)

- **Perspective** earned a third place award in the category newsletters-one to three colors in the Virginia Press Women’s annual communications competition.

- The Information Officer continues to support FP&C project managers’ requests to provide **photographs on projects and for selected presentations**, as workload allows.

- **Planning assistance** was also provided for special events such as the University’s Jobs at UVA.
VII. Employee Relations

- A total of **35 Written Notices** were issued by the HR&T Office in this fiscal year, as follows:
  
  - 17 Group I Written Notices were issued
  - 15 Group II Written Notices were issued
  - 3 Group III Written Notices were issued
    (falsification of record, unauthorized access and removal of state records, and sleeping during work hours).

![Graph showing Written Notices issued by Department FY 2005-2006 (Total 35)]
The following chart shows an annual comparison based on the information available.

![Bar chart showing Written Notices comparison from 2004-2005 to 2005-2006]

- In FY 2005-2006, **three Grievances** were filed by Facilities Management employees:
  - 10/17/05, for removal of Group I Written Notice. This Grievance was concluded at the First Resolution Step and the Written Notice was removed. (HSPP – White Male)
  - 01/20/06, for removal of Group II Written Notice and reinstatement of loss of pay. This Grievance was concluded at the Second Resolution Step; the Written Notice was reduced to a Written Warning and all pay was recovered. (HSPP – White Male)
  - 05/19/06, for various management actions to occur in response to employee safety concerns. This Grievance has advanced through Third Resolution Step, and was not qualified for Hearing by the Agency Head (L. Sandridge). The employee has advanced the request to EDR (Department of Employment Dispute Resolution) to appeal for Hearing. Appeal Pending. (Operations – White Male)

**NO EOP FORMAL COMPLAINTS** were filed against Facilities Management in this reporting period.