Overview

This fiscal year was a year filled with a staggering number of significant new HR initiatives which were introduced by UHR requiring training, changes to processes and communication not only in the HR&T department but throughout Facilities Management. Many of these new initiatives came about as the impact of the Restructuring Act started to come to life. Changes that our staff had to manage this year included:

- Lead@UVa – a new online performance management system involving goals, competencies and development activities as opposed to an evaluation based on job duties requiring employee initiation and involvement in goal development. We also began preparing for the inclusion of the compensation module with this online system,
- SSTL – a new bi-weekly online time and attendance payroll system consolidating employees who were on a monthly or semi-monthly pay schedule,
- A new Leave program for University Staff and a new Leave year for all employees,
- A second University Staff election period,
- Development of new market salary ranges based on market matching and their subsequent consolidation,
- Changes to how job offers and promotions occur for University Staff,
- A review of the status of all FLSA covered employees resulting in a change in status for a number of FM employees and then the need to communicate that change to employees,
- A new disability plan for those covered by ORP.

In addition to managing through this magnitude of change, we launched our own new HR&T website to provide a better resource for all supervisors, employees and those who want to learn more about working in Facilities Management. We approached our annual Leadership Forum with a fresh eye and revamped the entire offering into a breakout session format which was exceptionally well received. We provided new onsite training for supervisors. We embarked on and completed the largest Apprentice class recruitment in more than 20 years. We enhanced employee recognition and communication with new topic-oriented message boards in our FM hallway. We have continued to review how we do business within our department and how we support our customers resulting in changes in responsibilities across HR&T staff. To say that it has been a very busy year for us in HR&T would be an understatement.

Rebecca Leinen
HR&T Director
**Headcount-Related Statistics**

In FY 2009-10, due to the economic conditions, the University’s directive to pursue internal hires versus external hires limited Facilities Management’s overall growth. Fiscal year end headcount was 966 versus a budgeted headcount of 1057, an increase of just 36 employees during the year. Only 55 employees were competitively hired from sources outside of FM. The chart below demonstrates how that differs from prior years.

With 108 transfers or promotions occurring during the fiscal year, those changes accounted for 66.3% of all hiring-related transactions. Two new O&M zones were created in Maintenance and Building Services areas when 17 employees were transferred in from Student Affairs creating the Newcomb zones. Additionally, 20 employee’s roles were changed due to them taking on a different level of responsibility.

Current headcount numbers indicate that nearly 40% of the department’s employees are University Staff with approximately 60% in the Classified Staff classification. Due to the new HR policies for University Staff, a huge amount of additional time is required to assure understanding and compliance with these policies and procedures. Because they are still evolving, the change in how we do things in this arena is constant.

During this same period, there were an equal number of terminations as hires (55 staff). This number of terminations is consistent with the prior fiscal year which was 54 for the FY '08-09. The chart below indicates the termination reasons. Likewise, comparing the turnover rate for the two successive fiscal years, they rated at 5.81% and 5.86%.
While overall, resignations have dropped dramatically over the past several years, retirements have increased by 50% and terminations due to a lengthy disability have increased tenfold from just two years ago.
**Employee Recognition**

The department continues to reward employees for exceptional accomplishments through our Rewards & Recognition program. This fiscal year was especially challenging for a large number of Facilities Management employees who were called on to respond to several significant storms that for the first time in many years closed all or part of the University on 3 occasions. The December 2009 snow storm was the most unexpected resulting in well over 20 inches of snow just before the Christmas holiday. Because of the many sacrifices that employees had to make including working long hours, those employees received special recognition. That recognition resulted in 445 awards amounting to $80,750 and is reflected in the chart below with total awards equaling $151,750. Comparing year-over-year without the impact of the snow storm, awards remained consistent (FY’08 = $76,894 – 236 awards; FY’09 = $71,000 – 230 awards).

![2009-10 Rewards & Recognition by Business Unit](chart)

Each year, the University recognizes employees with a special ceremony whose length of service achieved in 5 year increments is 10 or more years. This year there were 106 Facilities Management employees who met this criterion with 41 of those employees celebrating 25 – 40 years of service. A current review of all Facilities Management employees’ length of service shows the average years to be 11.73 with the median number of years at 7.32 years. This would indicate that while we are still growing, there remain a significant number of employees with knowledge and experience in our ranks.
Classification & Compensation

Market matching and market salary ranges have had a real impact on every hiring or reclassification decision that we make. In order to process any position action, we are required to provide an appropriate match. While some positions are similar to others already in existence, determining levels and differentiating between positions requires time-consuming research. We are lacking tools necessary to even compare salaries of employees in the same position where some are Classified Staff and others are University Staff making the time it takes to process even routine actions much more time-consuming. Additionally, with all of the new systems in place, we have become responsible at the departmental level for making many more changes in Oracle and Lead@UVa that previously were not done and had no major significance. Now failure to make these changes impacts payroll and time-keeping activities along with the performance evaluation process and has become a challenge to understand their inter-relationship at times.

Apprenticeship

One way that we attempt to build on the knowledge and skill base that we have in our current skilled trades group is through our Apprenticeship Program. As we enter our 28th year of this program, FM management demonstrated their strong commitment to this program by requesting that we recruit 17 new apprentices in a variety of trades. We also utilize this effort to increase female and diversity representation in our trades. New recruits include 3 females (17.6%) and 5 minorities (29.4%) of apprentices hired.

The recruitment effort that we undertook involved a significant outreach to the community through e-mail educational campaigns to the school systems, an on-site visit to talk with students at one rural county high school, holding an apprentice job fair where applicants could talk to current and graduated apprentices along with supervisors, advertisements in community newspapers and on local television, job board posting on the military site Helmets to Hardhats, and flyers posted throughout the local community. Our efforts netted us nearly 1,000 applications.

Our staff also began formalizing and managing the on-the-job training rotation process for the existing 27 apprentices in the fall. We are in the process of developing an Elevator Apprenticeship in conjunction with O&M and the Commonwealth’s Regional Apprentice Coordinators. At our annual apprentice graduation ceremony, we graduated 5 apprentices. We assisted two previous grads by providing them formal tutoring so that they were able to pass their trades’ licensing exams.
**Training**

We continued our on-site Trades Recertification training which provides those with State licenses the required training to renew their license. We arrange with PVCC to provide those classes for us in a variety of trades’ areas on a quarterly basis. This year approximately 140 employees participated in this training.

We have also maintained our relationship with Charlottesville City Schools Adult Education Program and had 11 Facilities Management employees participate in GED classes and 14 employees participate in English as a Second Language (ESL) classes. At our annual education recognition ceremony, we recognized one of our housekeeping workers who as part of their ESL class wrote a winning essay for the Voices of Adult Learners competition.

Each year during the 3rd quarter of the fiscal year, we provide a 1-day training called The Leadership Forum for all 170 supervisory and managerial employees in FM. This training is our opportunity to disseminate a consistent message as well as provide a networking opportunity. Attendance is required. This year we changed the entire format of the event from a single presenter lecture format to breakout sessions. Advantages were: attendees could choose which sessions were more interesting to them among the 3 offered, sessions were shorter which they felt kept their interest, and it allowed us to fit everyone into 2 days instead of 3 days required in previous years. This year’s focus was The Whole Leader to demonstrate our understanding of the impact that other aspects of their life play in how they approach their jobs. The breakout sessions were on the topics of: stress management, managing and protecting your credit, work and work-life balance. Everyone was required to attend the Leading Teams session. We were fortunate to be able to draw on SMEs from UHR, FEAP, and UVa WorkMed to present our sessions. Although changing the event to the breakout session format involved a considerably greater amount of upfront work for our staff, managers praised this year’s Leadership Forum as “the best ever”.

During the year, we also coordinated other University-provided training on-site for FM employees including: Workplace Violence (mandatory for supervisors/managers) and Progressive Discipline. We participated in the Housekeeping Supervisor retreat, developed and conducted Jobs@ update training for users, and Candidate Selection Process training for Housekeeping and Recycling supervisors, along with Lead@UVa introductory training to supervisors and holding dozens of computer work sessions to help employees navigate the system.

**Employee Relations**

Following progressive disciplinary steps, HR&T counsels with supervisors on addressing the informal steps of the process that include verbal counseling and written letters of counseling. We are actively involved in the formal disciplinary steps taken
during the year which included 32 Written Notices being issued for violations of the Standards of Conduct.

Five grievances were filed during the year with one of those currently still active and scheduled for an EDR hearing on 8/31/10 regarding termination of employment. One of those filed this year was regarding a job transfer but was found to be untimely by our management and that position was supported on appeal by EDR. All others involved disciplinary actions where those grievances were resolved internally through the Grievance Procedure. One of the grievances filed at the end of last year regarding shift assignment proceeded this year through a request for a hearing, a disqualification for hearing, and finally an appeal to Circuit Court where our position was upheld.

**Communications**

Our newsletter, *Perspective*, was published quarterly highlighting FM accomplishments and employee recognition. Articles and photographs feature employees providing service across grounds to the University and Hospital. This is an important avenue for employee recognition and is provided both in hard copy and online.

We established message boards in the FM hallway that feature information and photographs of employees working across grounds, volunteering in the community and participating in departmental activities to serve as another form of employee recognition. These boards have been appreciated and employees are regularly seen checking out the new information or photos which are changed out quarterly.

The development of our new HR&T website was a team effort among several HR&T staff and a member of the O&M department. Our goal was to establish a presence on the FM site that was consistent with that content and would be looked at by our customer base as a resource. We have been quite pleased with the outcome and the ease of use expressed by users.

**Looking Forward**

Change appears to be planned for the foreseeable future. This Fall we will be learning how to use the Lead@UVa compensation module which will be initiated for the 2010 one-time bonus and later for other pay actions. In mid-September, a new online I-9 system called TALX will become the responsibility of departments to use for obtaining federally required information. In November an online benefits program will be launched at open enrollment and will be used for all new hires to sign up for their benefits. We are working with O&M on developing career path templates to be used as a guide for other FM employee groups. We will be hiring two additional HR&T staff members in the next few months to assist with all of the new responsibilities that we have had to assume with recent implementations and those to come, along with the anticipated FM growth and our desire to take on the responsibility for the employment hiring process.