Foreword

The 2011-2012 fiscal year proved to be another fast-paced year for our department as we managed University implemented changes while continuing to meet Facilities Management (FM) needs through high level service to our customers.

Mike Henshaw joined the HR&T team in October 2011 coming to us from a printing company in Gordonsville with significant human resources experience to handle staffing and classification responsibilities. Elsa Sherrill joined us in December coming from UHR. She brought with her the ability to handle delegated hiring and classification actions in our department rather than centrally allowing us to be involved more closely in these important areas. Our training administrator resigned in early January and we have been evaluating the changing needs of the department along with initiatives that are in planning.

During the year, we worked actively with managers to process a large volume of staffing actions including new hires, promotions, transfers, and position redefinitions. We worked to implement a number of new staffing measures related to our AAP goals. A great deal of work has been invested to establish the Housekeeping Career Path. Additionally, HR&T is in the process of implementing Landscaping and Recycling Career Paths. The University began developing Career Paths three years ago and FM has partnered with UHR to pilot the first career path which ties compensation to career progression. We are excited about the opportunity which this will give to a large employee group who is so vital to the University’s success.

In August 2011, HR&T hosted the first Manager Enrichment session designed to increase leadership by improving problem solving, interpersonal communications skills, conflict resolutions skills and organizational change management skills. Presentations were made by Colette Sheehy, a former UVa Student Body President and several Directors and Facilities Management senior managers. The “Manager Enrichment” program will enhance bench leadership strength within FM and prepare the department for the challenges of the future.

In collaboration with the CFO Office, HR&T coordinated the annual Leadership Forum this past January. Titled “Momentum It Starts With Me”, the Forum provided supervisory employees with feedback from the President’s Staff Survey and how Facilities Management compared with the University as a whole. Information on a variety of key topics included embracing diversity in the workplace, improving communication, enhancing technology and providing training and development opportunities.

In May 2012, we received notice from the Equal Opportunities Programs (EOP) office that the university has been selected by the Office of Federal Contract Compliance Programs (OFCCP) for a compliance evaluation. Human Resources & Training has been working diligently to prepare for the audit by gathering the requested documentation and completing the steps requested by EOP. We now believe we are well positioned to provide information when it is requested by the OFCCP compliance officer.

Rebecca Leinen
HR&T Director
Headcount-Related Statistics

Staffing

Staffing requirements continue to be an area of emphasis for Human Resources & Training as 104 new full-time employees were hired to join FM along with the addition of 127 temp/wage employees. Although the number of FTE hires represents a decrease of 13% over the prior year, additionally, there were 60 Transfers and Reassignments processed. The charts below provide a year by year comparison of New Hire FTE, and New Hire Temp/Wage. We hired 48 temporary summer housing employees. These employees began work and attended orientation on May 14, 2012. Coordination of the new hire paperwork and preparing for the orientation required a concerted effort by the entire HR&T staff.

The chart below represents the headcount per business unit. FM increased headcount in the O&M, E&U, and MS business units, however, decreased FTE’s in HSPP and FP&C resulting in a net gain of only three FTE’s year over year 1,130 FTE in (2010-2011) and 1,133 FTE in (2011-2012).
Terminations

On June 30, 2012 Facilities Management had a FTE headcount of 1,133 salaried employees and 166 wage employees. During the fiscal year there were a total of 78 terminations, a 35% increase over the previous year making it a challenge to grow the headcount numbers.

Voluntary turnover included 37 resignations, a 105% increase over the previous year. Additionally, we had a 4% increase in retirements. While involuntary terminations remained relatively the same year over year, statistics demonstrate a 10% decrease in employees removed from their positions. It should be noted that the increase in resignations includes 5 employees who opted to resign in lieu of termination.

The 32 remaining resignations included employees who listed their desire to seek employment closer to their homes and the need for increased compensation. Additionally, there has been some recent evidence of increased hiring in the building trades. This fact combined with the University’s current budget constraints may continue to increase and hasten the resignations of our workforce.

The chart below compares the terminations by business units representing all terminations both voluntary and involuntary. The data also shows an increase in resignations in the O&M, HSPP, FP&C business units.

<table>
<thead>
<tr>
<th>Total Terminations by Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011 O&amp;M 686.5 (36) E&amp;U 131.8 (9) HSPP 191.6 (8) FP&amp;C 86.5 (2) MS 34 (2) Overall 1130.4 (57)</td>
</tr>
<tr>
<td>FY 10/11 5% 7% 4% 2% 6% 5.04%</td>
</tr>
<tr>
<td>2011-2012 O&amp;M 698.5 (49) E&amp;U 139.8 (9) HSPP 182.4 (12) FP&amp;C 74.3 (7) MS 38 (1) Overall 1133 (78)</td>
</tr>
<tr>
<td>FY 11-12 7% 6% 7% 9% 3% 6.88%</td>
</tr>
</tbody>
</table>
The chart below compares the number of resignations (voluntary terminations) per business unit year-to-year. The data provided from UHR suggests that the voluntary turnover for FM of 3.26% is significantly less than the University-wide average of 6.1%.

### Voluntary Terminations by Business Unit

<table>
<thead>
<tr>
<th>Year</th>
<th>O&amp;M</th>
<th>E&amp;U</th>
<th>HSPP</th>
<th>FP&amp;C</th>
<th>MS</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>(12)</td>
<td>(3)</td>
<td>(1)</td>
<td>(0)</td>
<td>(2)</td>
<td>(18)</td>
</tr>
<tr>
<td>Voluntary Terminations</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
<td>6%</td>
<td>1.58%</td>
</tr>
<tr>
<td>2011-2012</td>
<td>(18)</td>
<td>(5)</td>
<td>(9)</td>
<td>(4)</td>
<td>(1)</td>
<td>(37)</td>
</tr>
<tr>
<td>Voluntary Terminations</td>
<td>3%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
<td>3.26%</td>
</tr>
</tbody>
</table>

### Employee Recognition

Facilities Management recognizes and acknowledges the efforts of our employees through the use of Promotions, Role Changes and Reward & Recognition awards. This past year FM had 38 Promotions/Role Changes and 34 In-Band Adjustments. During the fiscal year Reward & Recognition Awards totaled $105,300 representing an 11% decrease from the previous fiscal year. The pie chart below displays the percentage of Reward & Recognition awards based on number of individual awards issued by Business Unit.

**FY11-12 Rewards & Recognition Awards by Business Unit**
Rewards & Recognition Dollars by Business Unit

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>2010-2011</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;U</td>
<td>$39,700</td>
<td>$28,700</td>
</tr>
<tr>
<td>FP&amp;C</td>
<td>$21,800</td>
<td>$35,550</td>
</tr>
<tr>
<td>HSPP</td>
<td>$21,250</td>
<td>$8,050</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>$27,150</td>
<td>$21,450</td>
</tr>
<tr>
<td>MS</td>
<td>$8,150</td>
<td>$11,550</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$118,050</strong></td>
<td><strong>$105,300</strong></td>
</tr>
</tbody>
</table>

Rewards & Recognition Average Award by Business Unit

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>2010-2011 Count</th>
<th>Average Amount</th>
<th>2011-2012 Count</th>
<th>Average Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;U</td>
<td>203</td>
<td>$196</td>
<td>104</td>
<td>$276</td>
</tr>
<tr>
<td>FPC</td>
<td>17</td>
<td>$1,282</td>
<td>32</td>
<td>$1,111</td>
</tr>
<tr>
<td>HSPP</td>
<td>56</td>
<td>$379</td>
<td>26</td>
<td>$310</td>
</tr>
<tr>
<td>MS</td>
<td>13</td>
<td>$604</td>
<td>19</td>
<td>$608</td>
</tr>
<tr>
<td>O&amp;M</td>
<td>65</td>
<td>$418</td>
<td>84</td>
<td>$255</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>354</strong></td>
<td><strong>$576</strong></td>
<td><strong>265</strong></td>
<td><strong>$512</strong></td>
</tr>
</tbody>
</table>

The charts above display the change in dollars spent per business unit for Rewards & Recognition awards.

Service Awards

Facilities Management takes time each year with the University to recognize the outstanding service of our employees.

This year, 87 Facilities Management employees were recognized as having served the University for 10 or more years. Of those employees, 36 were honored as having achieved 25-40 years of services. The average length of service for all current salaried FM employees is 11.9 years.
Training & Development

Manager Enrichment

Last August HR&T hosted the first Manager Enrichment session which provided 53 senior level managers and directors with opportunities for networking and leadership development. The Manager Enrichment sessions which were the first in a series designed to strengthen leadership and build bench strength within FM.

The underlying theme of this first session was phrased as a question--Why are we here? Darius Nabors, a former UVa Student Body President and current UVa employee, spoke to the group about the FM role in helping to create the important emotional connections that students and alumni make to the facilities on grounds, making the point that the academic mission of UVa is embedded and remembered in its physical structures. Chris Smeds and Rick Rice furthered the theme by addressing the FM Statement of Purpose, Vision and Values and FY ’11/12 goals. Results of the President’s Staff Survey were communicated by Rebecca Leinen.

Presentations were provided by managers of the Facilities Management’s Business Units in the areas of improving problem-solving skills, interpersonal communications skills, conflict resolution skills and organizational change management skills.

Leadership Forum

In collaboration with the CFO Office, HR&T coordinated the annual Leadership Forum this past January. We were excited to have the program include a special presentation by the Executive Vice President and Chief Operating Officer followed by a day of thought-provoking presentations and challenges. Titled “Momentum It Starts With Me” the Forum provided supervisory employees with feedback from the President’s employee engagement survey and how Facilities Management compared with the university as a whole. Information was disseminated on a variety of key topics included embracing diversity in the workplace, improving communication, enhancing technology and providing training and development opportunities.

The annual Leadership Forum is a training event held for Facilities Management’s 200 supervisors, managers, and directors. Each year we offer new topics and material aimed to enhance participants’ ability to perform the critical functions of their supervisory role. Focusing on improving in the four key areas listed above, “Momentum Action Teams” have been formed and these teams have begun the important work of reviewing employee suggestions for improvement and creating action plans to implement the positive change desired.

ESL & GED Classes

The ESL and GED classes that we offer on grounds remain vital and well-attended because of continued employee interest, strong support from supervisors, and our partnership with the Charlottesville City Schools Adult Education Program. This year 24 Facilities Management employees participated in GED classes and 11 employees attended English as a Second Language (ESL) classes. Additionally, we honored six winners of the ESL/GED Voices of Adult Learners essay contest at this year’s Apprentice & Education Recognition Ceremony (in conjunction with the annual Virginia Festival of the Book).
Educational Accomplishments

FM was proud to celebrate the educational achievements of five employees this year. One employee earned a Doctorate Degree, two earned their Bachelor’s Degree, one earned an Associate’s Degree and one completed his GED. We continue to support two important UHR training courses by recruiting employees for Supervisory Essentials and Essential WorkSkills. These foundation courses, for supervisors and entry-level employees respectively, provide critical information and skills for achieving successful job performance at UVa. Last year FM sent 20 employees to Supervisory Essentials and 27 employees completed Essential WorkSkills.

Apprentice Program & Trades Training

We continued our on-site Trades Recertification as a service to the FM employees who are licensed in the construction trades. These training classes provide the required training for State license renewal. PVCC provides instructors for these classes, which FM HR&T offers twice each year. This past year, 138 employees participated in trades recertification classes.

During the 2011-2012 FY, Facilities Management had 38 apprentices across the various trades of Carpentry, HVAC, Electrical, Plumbing, Masonry, Plastering, and Electronic Technicians specializing in, Fire Systems, Elevator and Instrumentation and Metering. Human Resources & Training continues to work closely with FM departments and State program liaisons to ensure apprentices receive the necessary on-the-job training and classroom instruction to be successful in their chosen trade.

After thirty years, the Program continues to be highly sought after and utilizes a competitive recruitment and selection process. During the 2012 application period, we received nearly 600 applications for the 4 postings being recruited for in the trades of Electrical, HVAC, Plumbing, and Electronic Technician. Out of those applicants, 7 apprentices were hired. We hired 1 apprentice into Electrical, 1 apprentice into Plumbing, 2 into the Electronics Technician positions and 3 apprentices into HVAC positions.

In addition to those apprentices who were inducted into the program this year, we also had the honor of graduating 8 apprentices, including 2 females and 2 minorities. Two of these apprentices graduated in Carpentry, 2 in HVAC, 1 Electrician, 1 Electronics Technician, 1 Plasterer and 1 apprentice graduated as a Plumber.
Compensation

This fiscal year included several unique compensation initiatives for the University including accelerated increases for University Staff and strategic salary adjustments. These initiatives involved holding special open enrollment periods to allow Classified Staff to learn more about what changing to University Staff meant for them individually.

In an effort to address the lowest paid employees, the University utilized supplemental funds to implement increases for University Staff employees hired before July 1, 2010, elevating those salaries to $25,000 per year. HR&T conducted a thorough review of the Facilities Management employees who were impacted by this increase to ensure that every employee who was eligible received the appropriate increase. This initiative resulted in 106 employees receiving an increase to $25,000. Additionally, our office worked with Directors to develop an intermediary compensation level of $23,500 for an additional 42 University Staff employees hired July 1, 2010-June 30, 2011. These increases were effective October, 2011.

Additionally, the Board of Visitors approved funds to provide strategic salary adjustments to University Staff, recognizing high performance and addressing critical retention issues such as market penetration and equity. Utilizing a compensation module through Lead@UVa, FM-HR&T worked with Directors to execute the strategic salary adjustments to achieve equity, fairness, and consistency in the final increases. Overall, 293 FM employees received a strategic salary adjustment.

Career Paths

While the Housekeeping Career Path was officially launched during the previous fiscal year, a significant effort was put forth by our team to implement the processes surrounding its administration. Housekeeping Supervisors completed 2 separate assessments on their staff, one in the fall and one in the spring, coinciding with the performance management cycle. HR&T was responsible for assisting departments through this process, reviewing and analyzing the results, and implementing salary increases for those employees who advanced along the path.

During the spring assessment period, 7 staff advanced into a new stage and received a compensation adjustment. Since launching the Career Path, we have seen an increase in the level of enthusiasm employees are showing toward their professional development.

Just this summer, a Landscape Career Path was developed and launched and a Recycling Career Path is under development. We anticipate that the transparency of the paths and the ability for the employee to take greater ownership of their career along with the tie-in with compensation will enhance FM’s employee satisfaction, retention, and develop a highly skilled workforce.

Communications

The Facilities Management newsletter, Perspective, was published quarterly with the goal of recognizing the varied work and responsibilities in which our employees are engaged. The newsletter also recognizes our employees’ educational and professional accomplishments and serves as a convenient reference with links and
descriptions of educational and professional resources. In keeping with the University’s sustainability policy but also recognizing that many of our employees do not have ready access to the on-line edition, we print a limited number of hard copies for distribution to shops and staff.

Our display boards in the Leake Building hallway feature captioned photos of employees from throughout our organization as they work on projects ranging from renovations to demolitions to new construction and Facilities Management’s special events. In addition, the displays recognize our employees’ support of community service activities such as Day of Caring, the Toy Lift, blood drives, food bank drives and school supply and coat collections. These captioned photos are also used on the Facilities Management website.

In preparation for our 2012 Apprenticeship recruitment window, HR&T emailed the adjacent poster to community resources such as the Charlottesville Redevelopment & Housing Authority, Focus: The Women’s Resource Center, the NAACP, Virginia Employment Commission Workforce Services, and the National Association of Women in Construction.

The HR&T website continues to offer expanded access to information and resources pertinent to employees’ resources, benefits and accomplishments. HR&T works closely with the FM Webmaster to update our website information regularly, keeping news and processes current.

For the 2010-2011 Facilities Management annual report, HR&T updated the design and format, including live links to each departmental report. The new report was printed in limited numbers, in support of the University’s commitment to sustainability. An email announcing the link to current annual reports is sent to facilities coordinators, deans, department heads and other Facilities Management customers announcing their availability. These efforts resulted in the timely completion of a more readable annual report and with a big savings in printing costs.

HR&T developed a new brochure designed to support HR&T’s EOP commitment and to serve as an information source on Facilities Management for distribution at job fairs and community outreach opportunities (Tech Tour Days, high school career day, etc.) The brochure, Building, Maintaining & Sustaining The University of Virginia, was first distributed 3/28/12 at PVCC’s widely promoted and heavily attended job fair. The brochure was also distributed to community groups (i.e. NAACP, Focus Women’s Resource Center, Charlottesville Housing Authority, Monticello Area Community Action Agency, and VEC) and is in the hands of clients who assist underserved/minority and diverse populations.

We continue our collaboration with University Public Affairs with good results. The UVa Today website regularly covers news and features on Facilities Management. Early in the 2012-13 fiscal year, UVa Today ran a feature article on our Apprenticeship Program and honorees at our July 18 Apprenticeship and Education Ceremony.

Employee Relations
HR&T provides daily counsel to FM employees and supervisors regarding performance and conduct. Effort is
given to assist in setting clear expectations and to ensure consistent treatment across Facilities Management.
This year, 20 written notices were issued to employees who violated University policies and/or the Standards of
Conduct.

HR&T addressed a complaint filed with the Equal Employment Opportunity Commission (EEOC) under the Equal
Pay Act. It was determined that the difference in pay amongst co-workers was due to negotiated salary offers at
the time of hire and not due to gender. Facilities Management also responded to an EEOC charge of
discrimination filed by a terminated employee. The employment termination was upheld during formal
grievance procedures and the EEOC complaint was ultimately determined to be without merit.

Additionally, Facilities Management responded to and attended one Grievance Hearing during the fiscal year.
The Grievant appealed management’s disciplinary action of a Group II Written Notice with a five day suspension
on the basis that the unacceptable behavior for what was determined as racially charged comments was
unfounded. The Hearing Officer upheld management’s disciplinary action. The department also researched and
responded in depth to allegations that this same employee made in a letter to the Governor that resulted in the
University Audit department completing a procedural review. There was no wrongdoing found during the audit
but a couple of recommendations were received.

A grievance was written by an employee who was issued a Group III Written Notice and terminated for violation
of the Workplace Violence Policy. The employee in question wrapped a towel around his supervisor’s neck and
pulled it tight. A shop surveillance video supports the supervisor’s description of the incident and the employee
concluded the grievance after the Second Step meeting. Another employee was terminated for violation of the
University’s Alcohol and other drugs policy but that employee did not grieve their termination.

**OFCCP Audit**

In May, UVa received notice from the Office of Federal Contract Compliance Programs (OFCCP) of an upcoming
compliance evaluation. The OFCCP enforces equal employment opportunities and affirmative action for
organizations which receive funds and do business with the Federal government.

The OFCCP typically evaluates an organization’s hiring procedures, recruiting efforts, promotional opportunities,
transfers, employee terminations and compensation policy. Human Resources & Training in conjunction with the
EOP Office has been working diligently to prepare for the audit by gathering requested employment
documentation, reviewing our hiring procedures and supplying additional information about our “Good Faith”
diversity recruitment efforts.