Facilities Management Human Resources & Training

Supporting the 1200 people who build, manage and maintain facilities at the University of Virginia

2012-2013 Annual Report
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Foreword

Highlights of the fiscal year include:

- Following on with the direction started at the previous year’s Leadership Forum, Momentum Action Teams (MAT) were created from volunteers across business units to develop action plans to improve workplace environment in the areas of diversity, communication, technology, and training and development. Implementation of action plans began in 2013 and is ongoing.

- *Fast Facts*, a one-page bi-monthly newsletter was created to publicize MAT accomplishments and bring employees timely communication on a variety of topics.

- Creation and implementation of our Recycling Career Path. This represents the third career path launch and rounds out our group of career paths designed for our lower paid employees.

- Work began in January on the newest UHR initiative, the Job Families Project. The purpose of this project is to help align the University Staff positions across Grounds, decrease the number of individual job titles, and to allow for market ranges to be updated. This project has been very detailed and labor intensive requiring a staff member to work on it on a full-time basis. We were fortunate to be able to have Lowell Jones join our team in April, initially as a Super Temp, and then as an HR Associate who will be assisting in a variety of HR functions including staffing, apprentice actions, reports, and special projects.

- This year’s Leadership Forum, HR Boot Camp – Back to Basics, focused on presenting supervisors with training and tools that they need to handle their job more easily in the ever-changing HR arena. The training won an HR Excellence Award from the local Society of Human Resource Management chapter.

- In support of guidance provided by both EOP and UHR, job files have been created to capture appropriate documentation for staffing decisions. Internally, our process has changed to assure compliance with documentation standards and files are maintained centrally in our offices.

- Training and implementation of our participation in the document management initiative brought forward by UHR to have departments scan their personnel files into the central database. This is a very time-intensive project requiring that we hire a temporary employee to assist. This project will be ongoing well into the 2013-14 fiscal year.

- The Facilities Management Annual Report won a first place award from the Virginia Press Women’s annual contest and will proceed to national competition. Also a brochure that Betty Wooding created for use in recruiting that highlights diversity in our workforce won a second place award.

Please refer to the following report for more details on staffing, recognition, training, the apprentice program, employee relations and other human resource team accomplishments.

Rebecca Leinen
Human Resources & Training Director
Headcount-Related Statistics

Staffing

While hovering around last year’s headcount number most of the year, overall headcount in FM decreased by 6.4 FTE employees at Fiscal Year-end. The change is largely represented by a 2.4% decrease in O&M headcount pointing to their 2.2% increase in terminations over the same timeframe. Approximately half of those were voluntary terminations (resignations). Also it should be noted that E&U saw an overall 9.3% percent headcount increase due to growth at the Heat Plant and in Instrumentation & Controls. The Resource Center, formerly under FP&C, relocated to E&U during the fiscal year as well. All other FM business unit headcount remained relatively static compared to last year.

As it has become the practice of ramping up the Housing Department for the summer conference season, HR&T hired 45 temporary summer housekeeping employees. This year we worked together with UHR to rehire summer staff from last year and to contract with UVa Temp Services to fill the remaining vacancies. This new approach worked very well allowing Temp Services to interview and recommend 19 of the 45 employees hired. As part of the rehired employee group come directly from their 9-month assignment with Dining Services, HR&T was again able to partner with Dining Services to employ some of their staff for the summer months when they would typically be unemployed. At the conclusion of the summer conference season, the Dining Services employees returned to their previous positions.

The other chart below shows our Staffing Summary for the past FY. There was a 23% decrease in number of New Hire FTEs, 40% decrease in number of New Hire Temp/Wage, while Transfers & Promotions remained consistent with last year. Furthermore, Facilities Management saw some reorganization as mentioned for The Resource Center and Housing Custodial Services was consolidated with Building Services still in O&M. Environmental Compliance and Space Management employees joined FM after the end of this fiscal year.
Terminations

During the fiscal year there were a total of 85 terminations, a 9% increase compared to last year due to a rise in retirements and medical disability resulting in termination and a 46.6% increase over just 2 years ago. Resignations remained consistent, however of the 37 resignations, 62% of the reasons given were another job or leaving the area. Reasons these changes may continue and make it difficult to grow as an organization are demonstrated by workforce demographic realities, increased competitiveness in the market in building trades, and the University’s continuing budget constraints. This makes knowledge transfer programs like our Apprenticeship Program vital to our organizational effectiveness.

Comparison of Termination Types by Fiscal Year

![Comparison of Termination Types by Fiscal Year](image)

Total Terminations by Business Unit

The chart below compares the terminations by business units representing all terminations both voluntary and involuntary. The data also shows an increase in terminations in O&M, E&U, and MS; on the other hand, HSPP and FP&C saw a significant reduction in their terminations.

<table>
<thead>
<tr>
<th>Total Terminations by Business Unit</th>
<th>FY '11-'12</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
<td>O&amp;M</td>
<td>E&amp;U</td>
</tr>
<tr>
<td>Total Employees</td>
<td>698.5</td>
<td>139.8</td>
</tr>
<tr>
<td>Employee Terminations</td>
<td>49</td>
<td>9</td>
</tr>
<tr>
<td>% of staff termed</td>
<td>7.0%</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

| **FY '12-'13**                     | O&M       | E&U | HSPP   | FP&C   | MS     | Overall |
| Total Employees                    | 681.5     | 152.8 | 182.6  | 73.5   | 37     | 1127.4  |
| Employee Terminations              | 63        | 11   | 4      | 4      | 3      | 85      |
| % of staff termed                  | 9.2%      | 7.2% | 2.2%   | 5.4%   | 8.1%   | 7.5%    |
Voluntary Terminations by Business Unit

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 3.3% is significantly less than the University-wide average of 10%. We put forth 5 competitive salary offers, 3 of which were accepted allowing us to maintain those employees but losing 2 others.

<table>
<thead>
<tr>
<th>Department</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>Voluntary Terminations</td>
<td>18</td>
<td>5</td>
<td>9</td>
<td>4</td>
<td>1</td>
<td>37</td>
</tr>
<tr>
<td>% of staff termed</td>
<td>2.6%</td>
<td>3.6%</td>
<td>4.9%</td>
<td>5.4%</td>
<td>2.6%</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</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>Voluntary Terminations</td>
<td>25</td>
<td>9</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>% of staff termed</td>
<td>3.7%</td>
<td>5.9%</td>
<td>0.0%</td>
<td>1.4%</td>
<td>5.4%</td>
<td>3.3%</td>
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</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 62 Promotions/Role Changes, a 39% increase over last year, and 38 Apprentice In-band Adjustments for 2012 plus 5 IBAs for other individuals. For 2013 Apprentice IBAs were rolled in with the merit increases. The pie chart below displays the percentage of Reward & Recognition awards issued by Business Unit. During the fiscal year, Reward & Recognition Awards totaled $92,250 representing a 12.4% decrease in total dollars from the previous fiscal year.
The chart below breaks down the number and average amount of awards over the past 2 fiscal years. There was a 15% decrease in the total number of awards, however we saw a 12% increase in average amount of award. The change is largely represented by O&M and FP&C.

<table>
<thead>
<tr>
<th>REWARDS &amp; RECOGNITION DOLLARS AVERAGE AWARD</th>
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</thead>
<tbody>
<tr>
<td>Business Units</td>
</tr>
<tr>
<td>Number of Awards</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>HSPP</td>
</tr>
<tr>
<td>O&amp;M</td>
</tr>
<tr>
<td>E&amp;U</td>
</tr>
<tr>
<td>FP&amp;C</td>
</tr>
<tr>
<td>MS</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
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Service Awards

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

This year, 93 Facilities Management employees were recognized at the University service award ceremony as serving the University for 10 or more years. Of those employees, 47 were honored as having achieved 25-60 years of service. This includes 3 special awards to Betsy Daniel, receiving a 45 year award, David Bishop, receiving a 55 year award, and Lindsay Baker, receiving a 60 year award. The average length of service for all current salaried FM employees is 12.2 years.
Training & Development

Manager Enrichment

Last November HR&T hosted the second Manager Enrichment session which provided 57 senior level managers and directors with opportunities for networking and leadership development. The training activities were designed to engage the participants and teach them new skills.

The morning’s agenda explored a Strength Deployment Inventory (SDI) introduced by Tamara Sole, Learning & Development Manager with University Human Resources. In advance of this session, managers completed an individual inventory and received their results that morning. The managers were introduced to the four Premises of Relationship Awareness. It states that (1) behavior is driven by motivation; (2) motivation changes in conflict; (3) strengths can be perceived as weaknesses when overdone or misapplied; and (4) personal filters influence perceptions of self and others. After a group activity where managers gained valuable insight, they were educated in their Motivational Value Systems and The 13 Conflict Sequences. These tools helped managers learn how to use their individual strengths to achieve goals and manage their teams.

Time was also given to outline key elements from the Vice President for Management & Budget Customer Satisfaction Survey. Associate Director, Mark Stanis presented major accomplishments and future goals of the much-in-demand Project Services Group, while Derek Wilson, HSPD Deputy Director presented on the impact of a diverse workforce, and Nina Green, Systems Control Center Manager gave an overview of the wide range of responsibility of the Systems Control Department and their role in weather related and other emergencies. Feedback from the session was overwhelmingly positive.

Leadership Forum

Following the 2012 Leadership Forum titled, “Momentum: It Starts with Me” HR&T coordinated the follow-up of creating Momentum Action Teams from a group of 45 employee volunteers across all FM departments. They were briefed on the goals and guidelines their teams would address as each team examined one of four areas brought out by the results of the President’s Staff Survey: diversity, communication, training and development, and technology. Volunteers were encouraged to ask questions, brainstorm, and promote as many ideas as possible. The teams presented their action plans to Directors in December 2012 and implementation began in the months following. Some of the implementation plans developed included a Diversity Calendar, FM Town Hall Meetings, SkillSoft Training, and technology privacy upgrades.

Facilities Management’s eighth annual Leadership Forum - HR Boot Camp: Back to Basics brought 200 directors, managers, superintendents and front line supervisors together for realistic and real-world leadership training designed specifically for UVa Facilities Management. The 2-day event, in early April 2013, provided training in certain essential and rapidly changing human resources procedures and so that supervisors would be better equipped as they handle those aspects of their jobs.

HR Boot Camp: Back to Basics opened April 9 at Zehmer Hall and was repeated April 10 for the 100+ Facilities Management directors, supervisors and managers attending each day. Captain Mike Cashman, UVa Navy ROTC Commanding Officer and Professor of Naval Science, gave the opening address on leadership both days.

In addition to the keynote presentations, the group was able to choose from four Boot Camp Breakout Sessions to attend. They covered the full gamut of leadership responsibilities they must fulfill in their jobs at the University of Virginia - employee relations, hiring process, UHR web site navigation and the Respectful Workplace program. The Leadership Forum received a 98% score in Overall Usefulness from its participants and also won a 2013 Charlottesville SHRM Human Resource Excellence Award.
ESL & GED Classes

The ESL and GED classes that are offered 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 17 Facilities Management employees participated in GED classes and 15 employees attended English as a Second Language (ESL) classes. Additionally, we honored an award winner and 3 honorable mentions from the ESL/GED Voices of Adult Learners essay contest at this year’s Apprentice & Education Recognition Ceremony.

Educational Accomplishments

At that same ceremony, Facilities Management celebrated the educational achievements of 7 employees this year. Three (3) employees earned their Associate’s Degree and another four (4) earned their Master’s Degree, including 3 of those earned through UVa. We were honored to have Dr. Frank Friedman, President of Piedmont Virginia Community College (PVCC) speak on commitment to lifelong learning.

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. During the fiscal year, Facilities Management sent 12 employees to Supervisory Essentials and 32 employees completed Essential WorkSkills. Additionally, Mike Henshaw became certified as an instructor for the Essential WorkSkills program.

Apprentice Program & Trades Training

We continued our on-site Trades Recertification training as a service to 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, 135 employees participated in trades recertification classes.

As of June 30, 2013 FY, Facilities Management had 39 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-one years, the Program continues to be highly sought after and utilizes a competitive recruitment and selection process. During the 2013 application period, we received more than 500 applications for the 4 postings being recruited for in the trades of Electrical, HVAC, Plumbing, and Carpentry. Out of those applicants, 9 apprentices were hired due to their high caliber. We hired 2 into Electrical, 3 into Plumbing, 2 into Carpentry, and 2 into HVAC positions. New apprentices included one female and two minority hires.

In addition to those apprentices who were inducted into the program this year, we also had the honor of graduating 6 apprentices, including 1 minority. There were 2 graduates in Electronics, 2 in Electrical, 1 HVAC, and 1 Plasterer.
Compensation and Classification

Because the State has begun to see revenue savings and the University Staff policies are offering greater flexibility, compensation initiatives moved to the forefront during this fiscal year with several time-consuming initiatives occurring throughout the year.

As emphasis has been placed on recognizing and rewarding skill acquisition of staff in the Housekeeping Career Path, it caused concern of compression with supervisory staff. After careful analysis, Facilities Management offered supervisors a chance to switch to University Staff and then implemented base salary adjustments for several team members addressing compression issues.

In fall, 2012, a 3% bonus was implemented for all employees based on eligibility factors including hire date, a satisfactory evaluation, and the absence of active disciplinary action. While much of the processing was handled by University Human Resources (UHR), Facilities Management HR&T was required to ensure eligibility criteria were met and address exceptions.

Shortly thereafter, work was done to implement an initiative approved by the Board of Visitors to provide salary adjustments for high performing University Staff who were in the lower third of their market range and whose base salary was less than $50,000. In order to be eligible, Classified Staff who met the criteria were given the opportunity to elect to become University Staff. In addition to the effort given to analyze data and provide recommendations to senior leadership, the initiative had to be communicated to a number of employees. In total, 147 staff received increases totaling nearly $113,000.

The most challenging compensation initiative handled by our office this fiscal year was the 2013 merit adjustments. As the state awarded its first base salary adjustment for Classified Staff since 2008, the University implemented a 3% merit pool to enable schools and units to recognize the performance of University Staff. With approximately 600 eligible University Staff, this project spread over 4 months to implement, trickling into FY ’13-14. Utilizing the compensation module through Lead@UVa, FM-HR&T worked with senior leadership to execute the salary adjustments in keeping with the established guidelines.

Also introduced mid-fiscal year was the Job Families Project with work currently ongoing. This is a huge project with the main goal of the project to update market ranges across the University. Other objectives include enhancing the employee understanding of career progression by clarifying the relationships between titles, reducing the overall number of titles in the University Staff plan, and expediting the job creation and position management process. Job titles were broken into 14 major job families and HR&T was tasked with the Trades and Engineering Job Family. The final product is slated to be released on the UHR website for employees and HR professionals alike to use.

Career Paths

On the heels of the successful Housekeeping and Landscaping Career Paths, FM launched a third Career Path within the department; this time in Recycling. Unlike the other Career Paths, the Recycling department is comprised solely of University Staff, so we have 100% participation. The initial assessments were completed by the management team in the spring, 2013 followed by an enthusiastic launch meeting with staff. The first opportunity the staff has for progression will occur during the fall, 2013 assessment period.

Housekeeping Supervisors completed 2 separate assessments for their staff, one in the fall and one in the spring, coinciding with the performance management cycle. In total, 17 Housekeeping employees advanced to a new stage and received a compensation adjustment. Additionally, the Landscape Career Path underwent its first assessment period this past spring and resulted in 7 employees progressing to a new stage and pay rate.
HR&T puts forward a significant effort to implement the process surrounding Career Path administration, a large part of which is still not automated. We are responsible for assisting departments through this process, reviewing and analyzing the results, and implementing salary increases for those employees who advanced along the path. The hard work is worth it though; since launching the Career Path, we have seen an increase in the level of enthusiasm employees are showing toward their professional development. Additionally, we believe 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 more knowledgeable, motivated workforce.

Communications

HR&T launched a new publication designed especially for the less engaged audiences (i.e., areas - trades, landscape & building services) who have limited computer access and are less engaged in information exchange/resources. Fast Facts, a one-page flyer includes Momentum Action Team (MAT) updates, calendar dates to note and info on training, Hoo’s Well, HR&T contacts and resources, benefits clarification (i.e. Workers Comp), FEAP resources/classes, UHR announcements, i.e. health plan information, open enrollment. Published and distributed between our quarterly newsletter distribution dates, Fast Facts reaches most of our 1200 employees either by the 350 printed copies distributed to the target audience or via the posting on line.

As in previous years, 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 and mail copies to retirees.

Our display boards in the Leake Building hallway continue to feature captioned photos of employees from throughout our organization as they work on a wide range of projects. Wall displays continue to recognize our employees’ support of community service activities such as Day of Caring, the Toy Lift, blood drives, food bank and school supply drives. These captioned photos are also used on the Facilities Management website.

For the 2011-2012 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. This report also was recognized with a first place award in the Virginia Press Women’s annual communications competition.

The brochure, Building, Maintaining & Sustaining The University of Virginia, was recognized in the same communications competition with a second place. This brochure, first distributed in March 2012, was 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.

Outreach

In preparation for our 2013 Apprenticeship recruitment window, HR&T emailed posters and brochures 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 Richmond chapter of NAWIC, and posting and brochures were sent to four new organizations in the Charlottesville area: The Workforce Center, VA Department of Veterans Affairs, The Women’s Initiative, and UVa Community Relations for distribution at Jefferson School City Center, a former African American school now totally renovated and serving as an educational and resource center.
To demonstrate Facilities Management’s commitment to outreach and diversity, local media were invited to the July 17 Apprentice Graduation & Education Recognition Ceremony. After one television station and UVa Today reported on the event and featured apprentices as well as the diverse honorees from the Voices of Adult Learners event, the Office of University Development asked for apprentices to be profiled in the historic preservation e-newsletter sponsored by the Jeffersonian Grounds Initiative. This should be published early in the next fiscal year and will introduce our Apprenticeship to a new and different audience - not one that would typically be applying for the program but instead, financially supporting some of the historic projects on which our apprentices will work.

**Information Sharing**

We continue our collaboration with University Public Affairs and other communication resources with good results. The UVa Today website regularly covers news and features on Facilities Management such as a recent feature on our Apprenticeship & Education Ceremony honorees and our 60-year employee as well as Facilities Management’s work in support of the February visit by Secretary of State John Kerry.

The UVa Magazine also did a feature on our colleague Hattie Agee and is considering other possible articles on Facilities Management employees in the future.

**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, 26 written notices were issued to employees who violated University policies and/or the Standards of Conduct, two of which resulted in termination.

Effective July 1, 2012, the State clarified its grievance procedure to include all demotions or suspensions without pay as qualifying for the expedited process whereas previously it was somewhat ambiguous. Additionally, all grievances filed for dismissals, or terminations due to formal discipline or unsatisfactory job performance proceed directly to a formal hearing, rather than being heard through the management resolution steps.

Two grievances were initiated this fiscal year. The first in the fall from an employee who received a Group II and a 3-day unpaid suspension for Failure to Report without Proper Notice and Refusal to Work Overtime. The grievance was heard by the Chief Facilities Officer who upheld the disciplinary action, after which the employee chose not to pursue any additional recourse. The second grievance was filed by an employee who was terminated for Falsification of Records. Despite the lengthy process of preparing for the grievance hearing with General Counsel, the grievance was dropped by the grievant just days before the scheduled hearing.

In addition to formal discipline, we have been working to develop templates to assist supervisors when addressing common employee relations issues, such as unsatisfactory attendance. These templates have been used by supervisors and managers and we are beginning to see attendance being addressed in a more timely and consistent fashion across FM. In the coming year we hope to gather supervisory groups together to provide training on a variety of topics and frequently handled issues.

**OFCCP Audit**

We have continued efforts to train supervisors on appropriate documentation to support hiring decisions. A selection process documentation checklist was provided and training on this process occurred at the Leadership Forum. Documentation is collected and assembled in a “job file” and is reviewed/maintained in HR&T offices.