## Draft MEETING MINUTES

**Meeting/Project Name:** Human Resources Policies Task Force  
**Date of Meeting:** 12/03/2008  
**Time:** 4pm-6pm  
**Minutes Prepared By:** Suzanne Richardson  
**Location:** Bobst Soho Conf.room 1244

### 1. Meeting Objective

1. Compensation Follow-up to banding with a communication plan discussion  
2. Follow-up on severance policy discussion with Jo Katcher

### 2. Attendance at Meeting

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### 3. Agenda and Notes, Decisions, Issues

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Submitted by: [Name]  
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Compensation Presentation Banding RE: Communication

- Here are some FAQ's on Banding we put together. This has made our presentation quite robust. Providing us with most of the Q's was Grace Garnice, so we'd like to thank her!

- Here to cover more on the titling bands and grades is Randy Carter and we will spend time on the communication plan for banding. Extensive training for this, all the way down to your managers and employees.

- First page on titles we feel that we’re going to do banding and consolidation of grades and titles. We have a lot of titles that don’t make any sense and are inconsistent from unit to unit. We can pull these together and reduce the 1500 titles in house. Streamline titles. 1500 titles for 2800 people.

- There are 4 financial analyst titles that we have in the same band. Multiple titles. What we could be doing, that could be called financial analyst. HR titles that we have HR generalist HR Manager, HR generalist II. Who’s what? In some cases it’s listed as financial analyst. Or period analyst. Knock down some of the 1500 there’s also roman numerals listed as #’s.

- I think a lot of this will make life easier. Does anybody have a concern about the clean up of the title? Roman numerals? Not roman numerals? Things getting whittled down? People fight hard sometimes for titles. I would say the issue of Roman II vs. manager HR. is semantics discussion; it could be an editing thing one can clean up.
• We’re not going to go out with grandfathering. I don’t think grandfathering is the way to go.

• Phase 1 we’d implement the program.
  
  o Solid clean up. Look at peeling the onion, as we evolve we get deeper into it, we would not be selling it as, don’t worry you’re grandfathered.
  
  o The idea that you do the easy stuff first and then see where you are. You don’t have to know what the 12th step is yet. We need to agree to the cleanup and then we’ll see what comes with it.

• If you’re presenting this to a community. People are going to naturally say what does it mean?

• The question we ask ourselves is where we compete in our market. We would lose IT people to corporate. Competitive business schools. You want to look at the academic database. Benchmark NY market place. For example if we had a job that matched the NYC market, then the person serving students at Sloane we’re competing for students. We need to look at all sets of data. HRO business. Work together to try and streamline it for all of us.

• Given we’ve told you we have 1500 titles. What do you think that # would drop to? Decide what your terms are and we can get it down to 1,000. 1500 to a thousand.

• You can make great progress with just the consistency in the terminology. At that point will tell you what the logical point is. 2-5 years 1500 titles to 1000 and nobody got upset. Benchmark to the same role because it is the same role. Based on other schools. It’s part of the benchmarking. People admin implementation. When we had to tell them how many titles we had it was almost a show stopper. It didn’t make sense.
• How do you compare job families? Vs those that are similar but school bound. Units/schools the jobs would be identical but that would only be the scope of who you service. Creating premiums and discounts. A job with more scope might be higher or lower depending.

• We’re going to have every single benchmark. You’ll see the market data. What an accountant in this level pays. Pinpoint it appropriately and be able to make an educated decision on it.

• For jobs that can’t be benchmarked we’ll set up market reference zones.

• Bench marks should be at other schools and universities. School and finance cut across all industries in New York leaving us to go outside of academia when you benchmark positions. We’re looking at all institutions when we benchmark not just academia.

Communication strategy

• Set the stage with a presentation to the ULT.

1. Key administrators’ presentations to faculty supervisors HRO’s.
2. Implementations kick off with training sessions.
3. 1x1 sessions with HRO’s.
4. Conduct workshops for HRO’s and staff, test-drive the systems.
5. Materials to accompany manager’s toolkit.
6. Blog HRO people can share practices.
• More work with the HRO’s so employees are starting to hear about it. Let’s go through banding 101 and 102.

• Let’s think about it from an HRO perspective. Propose covering an overview of the program. How it’s going to make your life easier and make your job better. Latitude for making decisions.

• We emphasized we need to put the workshops in there, focusing on specific aspects of these. Old vs. new. What makes band 1 band 1 how does this translate into schools.

• Get a website together. Rollout for brio was great. People went there to find out information. FAQ’s get that in place as soon as it goes forward. WEB ami. How to access application. So important. Wharton MIT. Great website presences.

• Grace to address your concerns. Get it back out to everybody. IT. I would say from an IT perspective the likelihood is that IT would want to do it all at once. If we do a pilot they would have done a lot of back work. I think that probably doesn’t lend itself to a pilot. Unlike the UNUM pilot. HR people who would be banded, HR people who wouldn’t be banded.
## Visa Sponsoring Discussion

- Our Student population is the second largest in the United States that does not include the medical school in OISS the scholar service area is up to 3 people keeping them very busy.

- Full scale immigration services for the faculty

- Other non-immigrant E-3

- Processing for permanent residency a set up we’ve used successfully for tenure track faculty. More involved in Abu Dhabi there maybe special needs that go beyond these needs that could be more flexible.

- This is a policy about how to make a business case against our policy of not sponsoring. A mechanism to create an exception of that policy.

  - You have to make a strong business case that you can’t find ANYONE in the US who can do this work. Most administrative work is not so specialized that it can’t be done by an American.

  - Language skills is the most likely reason for Abu Dhabi and other units to hire someone they’ll need to sponsor, but business cases must still be made.

  - This doesn’t mean these cases are at all easier to make, it just means if there is a case to be made, it needs to be a good one.
Severance pay

- At a previous meeting we talked about the severance policy. Since that time an issue arose which caused us to look back at the language. This is an updated look at the language that severance pay is not given if a department or function is outsourced.

- PENN has done a lot of outsourcing for people who were close to retirement they kept them on payroll to bridge that.
  - No one was losing employment. Time to step back and look at this.
  - People could have a Reduction of benefits.
  - If we only had part-time work that raises the question should we or do we want to consider.
  - Do we want to put language around reduction of hours?

4. Action Items

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5. Next Meeting (if applicable)

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<td>12/17/2008</td>
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Objective: |