Present: Greg Ashley, Melanie Bone, Sharon Burch, Bill Clayton, Sherry Clouser, Lee Cornell, Jeff Daniel, Debbie Ellerson, Sandi Glass, Brad Hunt, Brett Jackson, Alan Katz, Paul Keck, Rehan Khan, David Knox, Christine Miller, Jerry NeSmith, Teresa Payne, Brian Rivers, Cletus Stripling, Jeff Teasley, Sharon Thelen, Greg Topp, and Dr. Barbara White

Absent: Sue Achtemeier, Chris Adcock, John Anderson, Victor Babson, Matt Blankenship, Michael Brewer, Michael Cheek, Mark Cherry, JoEllen Childers, Maria Cleghorne, David Crouch, Michael Dennis, Bert DeSimone, Shefali Dhar, Mark Ellenberg, Shawn Ellis, Sarah Fraker, Stan Gatewood, James Gilstrap, Frankie Hammond, Tonya Hayes, Marcus Henderson, Judy James, Stuart Ivy, Will Laney, Lynn Latimer, Linda Law, Juan Machado, David Matthews-Morgan, Tammy McGarity, Anthony, McLeod, Matt Payne, Tim Peacock, Wayne Peacock, Jeff Pentz, Nathan Pettigrew, Timothy Phillips, Denver Porterfield, Tammy Pounds, Cheryl Prichard, Jeremy Sanderlin, David Stewart, Rayid Tartir, Carol Watson, Dale Wetzelberger, Chris Wilkins, Brad Wolfe, Chris Workman, and Mingguang Xu

Approval of Minutes: Minutes from the May 1, 2008 meeting were approved.

Welcome of Visitors:

Featured Speakers/Discussion:

The agenda for the June 19th meeting was altered due to the intense interest in the Recruiting and Retention Discussion. Other topics slated for discussion will be rescheduled for discussion at a later date.

Recruiting and Retention – Tom Gausvik, Associate VP for HR

Salaries at UGA

The economy is not in good shape so it is difficult to talk compensation. One of the first things that I said when I came here 2 ½ years ago is the staff compensation plan is probably 30 years old. Dwayne Ritter said to me that the University did go through a recent classification study and titles were updated. A lot of people thought that throughout the university that something was done with compensation, but it was not. It was a tweak of titles that brought maybe those titles in some ways into the 20th century.
I will not say 21st century. Most other institutions and the institution I came from had done those tweaks 10 to 15 years earlier.

I led compensation reform for the state of Virginia for 130,000 employees and we replaced a similar system there. The movement was no longer vertical or mainly vertical it was now horizontal with focus more on career growth and development. Not forcing you to move from job to job with an expert track that parallels the supervisory track so you could stay in your job and not have to move into a supervisory position. We have not begun to do that here at UGA. Right now with all the priorities facing the administration, I don’t know what the timing is for doing a restructuring or compensation reform of the staff compensation plan. My office has been responsive to requests from small crises. We are so far behind in the market that we don’t have a choice but to do something because we can’t recruit and retention is difficult.

My sense is that in this workplace it has to be almost a burning platform if we are going to do a major overhaul of the staff compensation plan. One of the questions that was asked of me when I got here was if HR could do an IT salary study. I don’t think I have the capabilities or permission to launch a major IT salary study for the institution. Here is why: It reaches into every organizational unit within the institution. There are about 500 IT positions on campus. There is more than IT to consider. If UGA were to undertake a salary study and it shows the salary levels are below par, it would create more problems than it would solve if dollars are not there to fund the increases.

Our faculty salaries are one of the lowest in our peer group. Out of 14 or 15 institutions, I think we are ranked 13th. We can’t even compete or compensate in a competitive way our faculty to our peer institutions. When I say compensate appropriately, I mean the 50th percentile or 75th percentile. We have serious issues here.

It can be a very emotional issue when you start talking about the worth of a job. For example, is a teacher’s job in K-12 less valuable than a college professor’s position? Also, besides looking at the value of a position, you are actually talking about the contribution of the individual, the worth of that position and the worth of that person to the organization. Every organization values positions and people differently based on contributions and a lot of other factors.

What I tell managers and supervisors is, if you have a position there is information out there that you can get your hands on and look at as a guideline. HR has information available as well. This is a starting point. Compensate the person according to the contribution and value they will add to the organization. That is what I suggest.

We are not going to a “Deming Model” where everybody gets paid the same thing in the same job class. I’m not saying a staff compensation study will never happen, but as we navigate through this financial crisis we are headed into, we will know better. If we were to undertake a compensation study at the institution, it would take a minimum of two years. The reason why, is it touches all employees in the institution including the faculty.
Recruiting and Retention

Hiring is possibly the most important management function. Managers should be searching for talent year round. Network with other professionals at conferences and industry functions. UGA has an Executive Search team to help with talent searches. Managers should build relationships with applicants even if they don’t get job, especially top candidates for a position. Find out if they are interested in another position should one become available. Stay in touch. Utilize alumni resources. Network with peers to build a list of potential candidates. There are 250,000 UGA Alumni Association members, which presents a vast pool of talent to tap. Mentoring programs start contacts early so talent doesn’t graduate and go off. Talents developed in early stages find a “home” with UGA and are more likely to stay on as staff and we should build relationships with Athens Tech and utilize their talent pool.

Meeting Adjourned.