

Questions that you will ask yourself (include name):

- We are starting to go through AP Survey results and just wanted to let you know people still adore their benefits. Do you see them changing much in the near future? Has there been any thought to an increased vacation time for those with longevity here? -Dan

No, not going to change. The reason we're employer of choice is because of our benefits.

Good question (vacation), will make a note of that and will work with our total rewards team and take a look at. Right now trying to redevelop total rewards and compensation strategy, which has been out of whack. Determining how to compensate for skillsets.

- AP staff complete an anonymous survey each year and as chair of the Professional Development committee, I have been able to review those results over the past two years. One recurring theme that AP staff request in regards to professional development is more transparency about departmental funds for professional development opportunities. Some departments are very up front with staff about their budget for conferences and training opportunities. Some AP staff have commented in the survey how greatly they value this transparency. But, other departments are not transparent or AP staff are told there is no funding for them to engage in professional development opportunities. Can there be more transparency from departments regarding professional development funding? If a department does not have funding for professional development, is there an appeal process for an AP staff member through HR to see if there are additional resources available? -Hannah

There should be transparency around this, leadership should be able to tell you where they're going, no excuse not to do this.

- Comment from Hannah—I am really excited to hear about all of the professional development opportunities that will be available through HR and will be supported by our transition to Workday Platform. This is a huge win for the university and I am excited for the AP Professional Development Committee to help get the word out to staff and encourage more engagement in professional development opportunities!

Did a listening tour when he first started, one piece of feedback was on having a leadership development program, getting ready to roll this talent management program out. Will be developing program for folks to see promotion path. Will also include training, professional coaching (cohort and individual), etc. designed around our core competencies. Thought leadership series every six months, will be offered to the community, alumni, etc.

- We heard a lot of complaints about the way in which raises were announced last year. The email sent from the President said "I'm pleased to let you know that this morning the Board of Trustees approved a budget that includes an increase in the performance-based compensation pool for faculty and administrative staff of 4.5

percent.”. Based on the feedback we have heard I think it is clear that most staff (myself included) don’t understand what a compensation pool is and this has led to a lot of confusion. Many people feel that assuming that they were either getting a 4.5% raise or that the average raise for everyone was going to be 4.5%. Is there any thought in making this communication more clear in the future? - Justin

Wage pool means the state gives so much money to give to people who exceed expectations, but dilutes the process when everyone gets the same amount. Need to recognize the individuals who are going above and beyond—the new talent management system will help facilitate this, as it will provide the data.

- Tuition reimbursement for degrees applicable to AP work that GVSU does not offer seems to vary by division. Is there a way to make that consistent? -Dan

Departmental specific, based on the organization’s needs. Every division gets a lump sum pool. We will be paying for certain skills (Lean Six Sigma, Strengthsfinder, etc.).

- Could 4 day work weeks across the majority of campus work? Maybe Summer?-Dan

Yes, talk to your boss and put together a plan. If you can make the case, do it.

- How can we address the massive salary gaps? There are director level APs that make half as much as the AVP to which they report? -Dan

Good question, no answer for it. We will have a compensation committee similar to benefits committee to encourage transparency. There shouldn’t be gaps this large.

- Workday Update - Jason
- Leading Lakers and mentoring updates, how does HR feel about the initial rollout and what do the plans for leadership development look like going forward.-Jason?
First rollout was really about faculty, then took the data based off of what was said. Next will be application of practice, less theory. Can’t teach someone to ride a bike in a lecture. Will also have coaches for individuals and teams. Idea is to have expectations to fulfill for the coach. Work is done at the director level.
- How do you feel about the compensation system of the different groups (AP vs. PSS. vs. faculty)? Are you advocating for any areas of improvement? (Chelsea)
Not much to advocate for with respect to unions. Otherwise, for salary systems, important to continue reviewing, not remain stagnant. Need to change to match the strategy. Guest lectured at another university with many goals to accomplish by 2030, but they have a compliance model, which will be difficult to accomplish.
- Why does HR not require job salaries (and/or ranges) on job postings? (Chelsea?)

We are moving to that, we will be putting those on postings.

- We are interested in offering free professional headshots for all AP Staff. Is covering the cost of those something HR could handle?-Dan

Will look into this.

- Have been using CUPA data for quite some time, but don't have data for every employee category. Will HR be moving to a system that allows for market data for all types of positions?

They don't have faculty data because they won't report it. Will be designing a comp survey to be done every two years.

- Benefits are generous, but also can be problematic and hard to enforce. Salary continuation, intermittent FMLA.

Working on this. Need to balance great benefits vs. some abuse of those benefits, but won't risk one of our strategic tools at the expense of a couple of people. Putting together a project team to look at leave, changing policies, and putting in another person while someone is out. Hoping to get this started after Workday implementation.

- Use of adjunct APs, maybe only intended for a certain period of time but end up using them longer. How to be equitable to full time employees and to adjuncts?

Have an adjunct and the first time we can get an opening, we put the adjunct in it. Depends on whether or not there's an FTE salary line

- Room for policy to either convert or end the adjunct position after 3-4 years? Supporting adjuncts, making sure they are supported in professional development, etc.

Depends on what state gives us, so it can vary from year to year

We need to think differently and this talent management program will help. Need to be honest with people on when it's time to go if they're doing great here and want to be better. Anybody can take our training program, regardless of full/part time or employee class.

Anonymous Questions:

- What is the reasoning behind GVSU not giving cost of living adjustments and instead relying on merit raises?

Because the state doesn't give us budget for COLAs, at least not currently.