**Minutes**

***AP Salary and Benefits Subcommittee Meeting***

*Date|Time* 01/17/19|2-4pm ***Location*** 106 Student Services

***2018/2019 Committee Members In Attendance***

**Brent** Tavis (Group 1) – VP; **Michelle** Rhodes (Group 2) – Chair; **Michelle** Dewitt (Group 3), **Jacklyn** Rander (Group 4), **Cindy** Bartman (Group 5), **Karen** Ruedinger (Group 6), **Joshua** Stickney (APC Liaison), **Linda** Yuhas (Compensation and Salaries Liaison), **Dave** Smith (HR/Benefits Liaison)

***Unfinished Business***

***Review/Approval of Minutes –*** *Approved without revision*

***Updates***

* AP Committee Updates and News – Joshua reported that at their January meeting, the AP Committee hosted Theresa Rowland (Title IX Officer) and Brandon DeHaan (GVSU Police); Theresa noted that nationally, Title IX is in flux right now. At GVSU, she handles Title IX matters at the University level and a new deputy Title IX officer handles student issues. Brandon shared that 2019 is the 50th anniversary of campus police.
* Committee Member Updates/Comments/Feedback – Linda Yuhas shared AP staff exit data for November (5 AP staff left GVSU) and December (5 AP staff left GVSU). The numbers each month look typical. Linda also provided a recap for hiring at GVSU for calendar year 2018 for all positions that ran through the PageUP applicant tracking system: 229 jobs were posted and 183 jobs were filled. We received 8,309 total applications for these positions. These figures do not include visiting faculty, adjunct faculty or adjunct AP roles.

***Unfinished Business***

* AP Survey Report Feedback & Next Steps – The committee feels that the report is ready to be shared without further editing. Next steps include:
  + Karen to create a file that includes just the executive summary without attachments and send to Michelle Rhodes.
  + Michelle R. to send the report with attachments to Samantha Minnis, AP Committee Chair and to request guidance from the committee regarding next steps in using the data beyond providing educational pieces in the monthly AP newsletter. In her email to Samantha, Michelle will recommend that only the AP Committee would have the expanded file including the full set of AP survey comments. Our concern is that someone could be swayed by one comment that is not representative of broadly held sentiment. We trust the AP Committee to use their judgement regarding how to use the raw data and with whom to share it. We recommend that the AP Committee share the executive summary report without attachments, with all AP staff on the AP webpage. The Salary & Benefits Committee proposes to continue to utilize the monthly AP Newsletter to provide short, educational pieces based on topics raised by the survey.
  + At our February meeting, we will develop a calendar of topics for the AP newsletter drawing from the survey results.
* Path to Promotion Recommendation – In December of 2017, the AP Committee sent to the Salary & Benefits Committee a draft proposal regarding path to promotion for AP staff. S&B was asked to research the topic and reply with a recommendation. Now that we have completed our research into the topic, Michelle R. will find out if the AP Committee is still wanting a formal written recommendation from the S&B Committee on this topic. If so, we will add this to our February agenda.

***New Business***

* Visitor: Maureen Walsh, Associate Vice President and Chief Human Resources Officer. Proposed questions for discussion:
  + What purpose(s) do you see the AP Committee and the Salary & Benefits Committee serving?
  + S&B desires to shift from a reactive to a more pro-active role. We’re still learning to navigate this change, and we’re looking for guidance and input.
  + Looking at the S&B Committee Responsibilities, are there any edits or suggestions you would like to suggest?
  + AP staff seem to want a group to advocate for them. To what extent should this come from our group?

Maureen elected not to address the questions individually, but rather to speak generally about the S&B Committee role and to entertain questions/discussion as a broader topic. After providing a brief summary of her background, Maureen shared that the AP staff group is the second largest at GVSU with 750 people. The largest is faculty which has 900 tenured/tenure track faculty and many more affiliates, visitors and adjunct faculty.

In her comments, she was not directive regarding our role. She sees our committee as well as the AP Committee as serving in an advisory capacity. She would like to be able to leverage existing groups such as ours and others to get rapid feedback on efforts. If we decide to review our responsibilities as a committee, she encouraged us to assert a role that is aspirational and not only reflective of our current reality. She also suggested that it may be helpful to have the AP structure mirror that of faculty with an executive committee and subcommittees. Sometimes even aligning nomenclature can help.

Committee members highlighted two responsibilities in our charge that we feel we are not fulfilling and we don’t have a way to fullfill, namely:

* + Review the AP Salary Adjustment Program and make recommendations to the AP Committee for further action.
  + Review the AP Personnel Structure which includes the evaluation of salary and title categories and to report these findings with recommendations to the AP Committee for further action.

Maureen commented that she was not sure it was possible for the S&B Committee, or any group, to complete these tasks. Regarding salary adjustment, she noted that the annual percentage adjustment is driven by budget availability. A committee member noted that recently faculty reviewed their compensation data and made a recommendation that benefitted them. APSS has a similar role. However, who’s fulfilling that role for AP staff? Broadly speaking, Maureen noted that part of her role is to advocate for all GVSU employees or at least to ensure that employees are considered when decisions are made at the executive levels.

Regarding the evaluation of salary and title, she noted that in the AP category, our positions are often unique making it challenging to compare positions across the University. We don’t have rationalized titles across campus so over time, salaries and position descriptions have become very individualized. Linda Yuhas provided a history of how we moved from broad pay bands by title to market based compensation. In the late 90’s/early 2000’s GVSU commissioned three different salary studies by different consultants. At that time, one concern was the possibility of gender and race differences. All three consulting firms concluded that while there were not gender or race differences, we did have market issues. At that time, we moved to a market based approach with HR learning how to conduct market surveys, do premium and discount adjustments and how to set a salary without a market benchmark. Current practice is that Linda Yuhas meets with each appointing officer annually and reviews all of the positions under their charge to make adjustments based on market data, internal benchmarking, performance, longevity and budget.

The question was raised whether our positions at GVSU may be too uniquely defined such that it hinders helpful internal comparisons and benchmarking? The response is that we leave decisions regarding position descriptions up to appointing officers since they know the nuances in their particular area.

Another topic raised by the committee is that we would like to see members of the AP Committee or one of our subcommittee selected to represent the AP staff when committees/task forces are formed (e.g. presidential search, provost search, ePDP process review and revision, etc.). Since AP staff elect their committee members, it would seem natural to utilize these individuals to represent the voice of the AP staff in other work where an AP voice is desired. This may be happening, but it isn’t clear to us. Maureen shared that this is happening in some circumstances, and had an example of the Salary and Benefits Chair sitting on the broader University benefits committee. Maureen also agreed to work towards assisting the committee AP representation and would encourage that practice when she can and in areas that are in her span of control.

A final topic discussed is path to promotion. This is the topic that gave rise to our decision to field our own AP survey. We’re really struggling with whether (and if so how) to define paths to promotion that will work across the university. Should people get promoted based on time and experience or only when higher level positions open up? Maureen did not offer guidance on this topic as she is still getting familiar with the University. Maureen did share that this could be initiated through the division and appointing officer, and a conversation ensued about work that some members of the committee had completed in their division, but were not successful in their attempt to establish a career ladder in their area.

Regarding the draft AP Survey results, Maureen said there is good information in the report that will be useful and the committee should find avenues to share this information more broadly. She did not offer specific feedback or suggested edits. She did share that there will be another GVSU Climate Survey during the 2019-20 academic year.

***Action Items/New Tasks/Discussion***

* Prepare final versions of the survey report to share with AP Staff [Karen]
* Send the final AP Survey results to Samantha Minnis, AP Committee Chair [Michelle R.]
* Find out if the AP Committee still wants a written recommendation regarding their draft Path to Promotion recommendation [Michelle R.]
* Provide a short article for the February AP Newsletter on often overlooked benefits [Dave]
* Identify a future meeting date when we can meet at the CHS campus and tour the simulation room [Cindy]

***Next Meeting – February 21st – Pew Campus, CHS 340, 2-4pm***