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*A Message from the Chair*

***Weathering the Crisis—Again***

by Tommy Griffin

Hello, friends. I would like to start this article out on a positive note, and that note would be that for now we all have jobs and we have them at one of the greatest Universities in the world, where everyone is doing everything they can to make sure that our jobs are secure.

A part of that effort is up to us. Everyone needs to be working together to make sure that we get through this budget crisis situation and maintain our University with the same standards that we have had for over two hundred years, which includes providing for the needs of everyone who is part of our University family.

It seems like for the last few years we are always in a crisis of some kind or other. But this one is very serious, because our state, our nation and the rest of the world are having the same problems we are. I know that we can survive this crisis, because as State employees we are accustomed to handling crisis in our lives.

We all have to deal with budget problems in our personal lives every year, because we have to try to survive on our personal household budgets, and they are based on the amount of money that comes in our paychecks. We all know that most state jobs are paid less than the fair market value, which is one of the reasons a lot of University employees have to work second part-time jobs just to survive. Now those second jobs are starting to disappear, and our state jobs are in danger as well.

Employee Forum delegates meet with several of the top leaders in South Building every month to discuss issues that concern everyone here on campus. For the last several months, the budget crisis has been the most important issue that we have discussed—and we have discussed it very thoroughly. We have talked about ways to save money and ways to make cuts with the least amount of pain and suffering for everyone on campus. We have discussed the possibility of furloughing all employees—from the top administrators right on down—rather than having to lay some employees off. The goal that has emerged from these discussions is that both the Forum and the Administration want to make sure that jobs are as safe and secure as possible.

The Forum is continuing to stay on top of the budget crisis by holding a Community Meeting at noon on March 2<sup>nd</sup> in the Great Hall in the Student Union. Our speakers will be Chancellor Holden Thorp, Vice Chancellor Richard Mann (Finance) and Associate Vice Chancellor Brenda Malone (Human Resources), who will make short presentations and then take questions from the audience. We strongly encourage every staff employee at Carolina to attend this event.

And don't just attend the Meeting—ask questions! If you have any questions, that will be one of the best times to ask them. Please don't let the rumor mill overtake you and get you stressed out.

Communication is the best answer to all issues and questions.

When the Meeting is over, the Forum still wants to hear from you. We want to hear from the University family members on any issues or concerns that you might have, so contact your division delegates at any time and talk with them. You can find out who your delegates are by visiting the Employee Forum web site at <http://forum.unc.edu/delegates.htm> or by calling the Forum office at 962-3779.

When times are tough, families get stronger by the experiences that they suffer through together and survive. I know that we will survive this budget crisis and become better folks for it. We must keep hope alive at all times, no matter what happens. We will survive together.

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***VIP Community Meeting for Staff Employees***

***Understanding the University Budget and Reductions in Force (Lay-offs)***

In these times of financial uncertainty, the questions on everyone's mind are “What is this going to do to the University's budget? For that matter, what is this thing called the budget?” and “What will happen to me if I get laid off?”

The Employee Forum is sponsoring a Community Meeting from noon to 1:30 on March 2nd in the Great Hall of the Student Union to help answer those questions—and more—courtesy of presentations by Chancellor Holden Thorp, by Richard Mann, Vice Chancellor for Finance and Administration, and by Brenda Malone, Associate Vice Chancellor for Human Resources. Their presentations will be followed by a question-and-answer period.

The talk on the budget will explain where the University's money comes from, what kinds of “pots” it is divided into, and what kinds of rules govern how those pots of money can be used.

The talk on lay-offs will get more personal, explaining what happens as employees get laid off—in this case, because there's not enough money left in the pot that pays their salaries—and what rights and options a RIFd employee has.

Think now about the questions you'd like to ask on that day. Or you can send them ahead of time to the Forum office and we will forward them to the speakers. The Forum office can be reached at [forum\\_office@unc.edu](mailto:forum_office@unc.edu) (subject line: QUESTIONS) or at CB# 3488.

Attendance at this meeting can be considered work time, if it occurs during your regular work schedule and you have your supervisor's approval.

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***Heads Roll—More to Come***

***Re-structuring at Carolina Results in Dismissals***

In the face of statewide budget cuts, heads are already beginning to roll at Carolina. The Employee Forum has begun to hear of terminations of mid-level and higher managers, often accompanied by organizational “re-structuring” (or plans for these things) in HR, IT, Facilities, the School of Medicine and the College of Arts & Sciences.

At this point, the terminations have mostly been of EPA-NF employees—in other words, “at-will” employees who are legally able to be dismissed at the drop of a hat. Large-scale dismissal of University employees in state-protected jobs (SPA employees) may require more serious planning and justification if such dismissals are to be approved by the NC Legislature, the State Personnel Commission and the Office of State Personnel.

The February 12<sup>th</sup> memo from Chancellor Holden Thorp provides the campus community with some idea of how such planning and justification could be achieved. In the memo, the Chancellor announced that the University is hiring Bain & Company, “a global business consulting firm” that will “conduct a study to help us identify innovative ways to streamline operations...and perhaps achieve additional cost savings.”

Bain & Company is a turnaround company—a company that comes to a corporation that is having financial problems and helps turn it around so that it is more fiscally sound. Often such turnarounds involve streamlining through organizational re-structuring and layoffs.

The Bain & Company website states that it uses a “data-intensive” approach to help determine, among other things, where a company can “**redefine its relationships to decrease spending**” [bold-faced type theirs]. The website goes on to say that while across-the-board cuts are not recommended, “Frequently, effective turnarounds require that clients hire a new management team or shrink operations to regain profitability.”

It will be interesting to see what this highly regarded mender of broken for-profit corporations will recommend for a higher education institution like Carolina. (Go to [www.bain.com](http://www.bain.com) and surf around for some fascinating insights.)

Meanwhile, as we go to press, there is no word on the status of President Erskine Bowles’ request of the NC Legislature to be allowed to furlough employees (presumably for a limited time and scope) rather than laying them off, in order to meet the looming budget crisis.

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### *Editorial Opinion*

## *Questions about the Future of Employment at UNC*

*Alan Moran*

*Facilities Maintenance Technician (Cabinetmaker)*

*Employee Forum Delegate, Division 3*

Dear Chancellor,

Let me first thank you and your administration for your efforts to help the entire community, especially the staff, and for encouraging everyone to get involved and be a part of preparing UNC for its future. I have some questions with regard to your recent email concerning the Carolina community that I hope you can address. I will forward them to the Employee Forum for inclusion at the Community Meeting in March.

1. The Administration should be commended for its intent to progressively implement furloughs. However, can the Administration guarantee that employees earning below the Living Income Standard of (\$42,000 +/- calculated by NC Justice) will not be effected? If not, is there a number the

Administration will not go below in order to safeguard employees who not well positioned to absorb the cost of furloughs?

2. Is the Administration delegating authority to deans, department heads and managers to make decisions about furloughs and/or RIFs? If so, is the Administration counseling those individuals as to the ramifications of those decisions?

3. The cost to the State does not change if an employee is laid off. On the contrary, the State's obligation is increased since that employee will receive severance pay and unemployment benefits, receiving payment for staying home rather than being a productive employee. Given that, isn't the University merely passing the cost onto the State when it RIFs employees?

4. Also, RIF's put more burden onto an already over burdened staff, which will result in diminished quality of service not to mention morale, retention, and recruitment levels. What does the Administration plan to do to mitigate these issues?

5. How many employees does the Administration predict will need to use the Employee Assistance Program? Even with the generous gifts you and others have provided, will that program have enough resources to handle this task?

6. While communication between the Administration and employees has improved in recent months, some in the Carolina community feel that the level of that communication has not matched the gravity of the issues facing employees. What steps can the Administration take to improve on the communication link between management and employees?

7. Do you intend to meet with the Employee Forum on a more regular basis to ensure that employees have a chance to provide constructive input?

Thank you for your time and dedication to Carolina and to the staff of this venerable institution.

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### ***Speak Up!***

### ***How to Contact Your Legislators***

There are a variety of issues facing our legislators and our governor that will directly impact State employees

- the budget and layoffs for too many of us
- the possibility of furloughs instead of layoffs
- health insurance benefits and escalating premiums for those of us who are left
- the funding of our retirement account
- and more

If government is not participatory, then it becomes a de facto tyranny. Speak up! Let your voices be heard on these issues!

Contact your legislators using the phone, fax and email information below, and contact Governor Perdue's office, too.

NC Legislators (only those for UNC-Chapel Hill employees):  
<http://forum.unc.edu/documents/NCLegislatureContactInfo-2009-10.pdf>

Governor Bev Perdue:

Office of the Governor  
20301 Mail Service Center  
Raleigh, NC 27699-0301  
Phone: (919)733-4240  
Fax: (919)733-2120  
<http://www.governor.state.nc.us/eTownhall/qa.aspx>

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***Response to Looming Lay-offs***  
***Cuts Don't Heal Coalition***

[Ed. Note: Though the reference to "socialist" may scare off some readers, the work of this ad hoc group may be of interest to others.]

With the economic crisis leaving employment in shambles, destroying jobs and lives around the nation, and more money being handed out to bailout the banks instead of the people who are suffering the crisis, people everywhere are entering a new period of struggle, where we have to fight to make sure our needs are met.

With budget cuts eminent and the tuition hikes showing who is going to pay for the budget cuts (campus workers, staff, and UNC students), we must now more than ever organize to tell the UNC administration that we are not going to stand for the cuts to be made on workers and students' backs!

Carolina Socialist Alternative is hoping you join us in launching the Cuts Don't Heal Coalition. The CHC aims to fight the planned massive layoffs, cuts in student aid and all of the other attacks on workers and students at UNC-Chapel Hill. They claim this to be The People's University, let's hold them accountable to that!

For more information contact: [chsocalism@gmail.com](mailto:chsocalism@gmail.com) or Andy Moxley at (910) 639-3948.

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***Document What You Do and What It's Worth***

How do you take years—decades—of work at Carolina and turn it into a new position somewhere else in these economic times?

No one wants to face the prospect of being laid off. We all hope for a financial miracle, or for furloughs, or...or...or ANYTHING but lay-offs. But the reality is, the lay-offs have already begun.

So here are two ideas for those who, voluntarily or involuntarily, may be facing a job search in the near future. Given the uncertainty of the times, it might be good for all Carolina employees to take the following steps, just in case.....

**(1) Write a description of the job you *really* do—not just the one written on your WPPR or your Position Competency Review.**

What are the qualifications for your job? What are your *real* daily responsibilities? And what have you accomplished on the job?

**(2) Find out what that is worth.**

Go to [www.wageproject.salary.com](http://www.wageproject.salary.com) or [www.salary.com](http://www.salary.com) or [www.salaryexpert.com](http://www.salaryexpert.com) or [www.jobstar.org](http://www.jobstar.org) and browse the job titles and descriptions to find one that most closely matches your own job. These websites are home to national data sets built on employer responses that are updated weekly. They are adjusted for the cost of living and variable market rates in different areas. This gives you an idea of what kind of jobs you might be able to look for, and what the salary ranges are for those jobs.

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***Back in the Day***

***Saving Money at Carolina***

It was just two years ago that President Erskine Bowles presented his PACE Report arguing for a raft of efficiency measures to be instituted in the UNC system in order to streamline our business and improve our cost effectiveness. In response to the PACE recommendations—all made by budget gurus and other great thinkers—the Employee Forum surveyed rank-and-file UNC-Chapel Hill employees to find out what the common folks thought we could do to save money.

As the new budget crisis hangs over our heads, some of the suggestions that were offered then are more relevant than ever today:

- Improve energy efficiency around campus
- Promote recycling and resource conservation
- Cut ineffective projects, which were named by several people
- Consolidate core facilities functions such as machine shops, printing shops, electronics shops and motor pools
- Formulate clear, achievable savings goals for campus units and measure them on their performance in meeting these targets
- Improve scheduling of classes and of personnel, who wind up working too much overtime
- Trim the proliferation of expensive vice-chancellorships and middle management positions
- Improve the way we purchase things at the University by allowing departments to purchase more competitively
- Make campus mail service more efficient by adding building names to addresses and by improving how campus mail addresses get updated
- Improve IT services by consolidating server systems, etc.

To read the full survey results, go to [http://forum.unc.edu/documents/EF\\_PACE\\_survey\\_results.pdf](http://forum.unc.edu/documents/EF_PACE_survey_results.pdf).

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## ***Housing Bubble Collapse to Be Followed by College Bubble?***

[Ed. Note: The following article appeared online at the *Forbes.com* website. Although it focuses on private institutions, the piece raises pertinent questions about the cost of higher education, where the industry in general has been going for the last 20 years, and where it may be headed. That is a question that should be of interest to staff, students and faculty, alike. To read the full article, click on the link.]

Higher Education

### **The Coming College Bubble?**

Maurna R. Desmond, 10.23.08, 06:00 AM EDT

**America's undercapitalized independent schools could be the next industry to pop.**

In June, 157-year-old Antioch College decided to "suspend operations" at its flagship campus despite a push from alumni to rescue the flailing institution. At that point, only 60 students were enrolled, and their \$40,000 per year tuition was being heavily subsidized by Antioch's five newer campuses.

Antioch Chancellor Toni Murdock said the plug had to be pulled. "It was a downward spiral where fewer students led to fewer professors, and eventually the deficit was projected to be so large that the other schools no longer wanted to subsidize their mother school."

(snip)

From: [http://www.forbes.com/2008/10/22/college-debt-loans-biz-beltway-cx\\_md\\_1023schools.html](http://www.forbes.com/2008/10/22/college-debt-loans-biz-beltway-cx_md_1023schools.html)

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***UNC, Inc.***

### ***"Higher Education and the Low-Wage Nation"***

The world of higher education—portrayed as an ivory tower far from the harsh realities of the marketplace—is really more like Wal-Mart or a large healthcare company, author and academic labor expert Marc Bousquet argues.

While it may appear to the public that this corporate model is an efficient use of taxpayers' money, the reality is that it lessens the quality of higher education, lengthens students' time to graduation and exacts a high toll on a new cadre of low-paid overworked teachers.

Marc Bousquet, Keynote Speaker  
7 p.m., Friday, March 20, 2009

UNC-Chapel Hill  
FedEx Global Education Center Auditorium  
Corner of McCauley and Pittsboro Sts.

The market-driven university system that has emerged in the past 30 years extracts more, pays less, and is creating new populations of graduate students and contingent faculty who lead tenuous lives with no job security, low pay, and little chance of advancement. Even those tenured professors who remain in coveted positions with job security are finding themselves acting as bosses of both contingent faculty and student workers, rather than as educators.

"Bousquet is about to emerge as the Al Gore of higher education." –  
Thomas Hart Benton, *The Chronicle of Higher Education*

"How the University Works does for academe what Upton Sinclair's *The Jungle* did for breakfast sausage."  
Scott McLemee, *Inside Higher Education*

Non-tenure-track positions of all types now account for 68 percent of all faculty appointments in American higher education. These workers earn less than \$16,000 annually, often have no benefits, and teach as many as eight classes per year.

Bousquet will give the annual keynote address, "Higher Education and the Low-Wage Nation" for the North Carolina AAUP at 7 p.m., Friday, March 20 at UNC-Chapel Hill's FedEx Global Education Center. The talk, co-hosted by UNC's AAUP Chapter, is open to the public, with a reception afterward.

The next day, Saturday, March 21, The AAUP will host a series of practical workshops at FedEx Global on faculty and the budget crisis, conflicts of interest with big donors, and the new corporate image of private colleges. Members of North Carolina American Association of University Professors are especially encouraged to attend, as well as graduate students, contingent faculty, and faculty from around the Triangle. Go to <http://www.nc-aaup.org> for all the details, to register, and to download a poster for the event.

Email the AAUP if you've got any questions: [ncaaup@rtpnet.org](mailto:ncaaup@rtpnet.org).

Bousquet, who blogs for *The Chronicle of Higher Education* at <http://chronicle.com/review/brainstorm/bousquet/>, is author of *How the University Works: Higher Education and the Low-Wage Nation* (New York University Press, 2008). He is at work on a project on the topic of undergraduate labor, as well as a book about participatory culture in the United States, and was the founding editor of *Workplace: A Journal for Academic Labor*.

*[Ed. Note: For non-instructional employees—in other words, staff employees—the corporatization of the university is no picnic either, though few of the growing number of exposés on this topic seem to take any cognizance of this fact. Bousquet's book appears to be an exception. Though he will not address staff impact in his talk, the lecture will still be of great importance to staff employees because corporatization affects the environment in which we work and the people we serve (the faculty) in doing our work. If a university increasingly treats its faculty like little more than low-cost, easily replaceable widgets in a giant teaching machine—and gets away with it—what will be the ultimate fate of its staff under such conditions?]*

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### **News You Can Use**

#### **Genealogy Workshop Offered**

The Institute of African American Research announces its 2009 International Scholars Genealogy Workshop. The workshop will offer practical suggestions for researching African American and cross-cultural ancestries, particularly as they relate to personal, family, community, and scholarly histories in the US and beyond.

The workshop will be held on Thursday, March 26 in the University Room of Hyde Hall from 9:15 a.m.-4:15 p.m. Pre-registration is required.

To register for the workshop and for further information, please go to [www.unc.edu/iaar](http://www.unc.edu/iaar). The workshop is free and open to the public. A continental breakfast and lunch will be provided.

Tomeiko Ashford Carter, Ph.D.  
Associate Director  
Institute of African American Research  
UNC-Chapel Hill  
150 South Road, Suite 309 CB# 3393



Chapel Hill, NC 27599-3393  
Phone (919)-843-2606  
Fax (919)-843-9407

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***An Important Notice:***

***When UNC Employees Become Patients at UNC Health Care***

*Not all employees realize that when they park in the UNC Hospitals parking decks as patients or visitors of patients, they may get ticketed. Why? Once again, it's a case of the misbehavior of a few leading to problems for many others.*

*Due to a problem with some employees using the parking decks for their workday parking, Public Safety periodically checks the license tags of vehicles in the decks against a database of employee tags, issuing tickets to those vehicles that appear to be parked in the decks for reasons other than health care needs.*

*In response to an inquiry from the Forum about this practice, the DPS issued the following announcement to parking coordinators across campus. In case your parking coordinator failed to pass it along to you, the Forum is reproducing it here so that you can avoid being ticketed when you become a patient or visitor in the UNC medical complex.*

*(The Forum would also like to **strongly urge** employees to quit using the Healthcare Center parking decks for non-patient-related purposes. It's not fair to the many people every day who need to use UNC Healthcare services, and it's causing unwarranted problems for some of your fellow employees.)*

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**UNC STUDENTS, STAFF, AND FACULTY:**

This is a reminder from the UNC Department of Public Safety (DPS) that **the Dogwood Deck on Manning Drive and Ambulatory Care Center (ACC) Lot off Mason Farm Road are reserved for hospital and dental school patients and visitors only on weekdays between 7:30 a.m. and 5:00 p.m.** The purpose of this policy is to ensure that adequate parking is available for patients and visitors to UNC Healthcare and UNC Dental facilities.

Given that employees and students may have appointments and legitimate needs for accessing these parking facilities, **DPS requests that UNC Campus and UNC Hospitals employees and students attending to medical needs obtain a hangtag to identify them as patients / visitors.** This will enable DPS staff to monitor the parking facilities without inadvertently ticketing anyone parking in the deck for a valid healthcare reason.

Temporary hangtag parking permits may be obtained in one of the following ways:

- \* Booth attendant at the Ambulatory Care Center off Mason Farm Road;
- \* Dogwood Parking Deck office, just inside the East Drive entrance;

\* Public Safety Building customer service window (DPS is atop Hardin Drive off Manning Drive, open weekdays, 7:30 a.m. - 5:00 p.m.);

\* Contact DPS in advance at (919) 962 - 3951 to have the hangtag mailed prior to your medical appointment;

\* UNC Hospitals Parking Office (2nd Floor, Anderson Pavilion; 966-1031).

**PLEASE NOTE:** Those attending unplanned appointments or emergencies [*emphasis the Forum's*] may contact DPS at 962-3951 and provide license plate information so that your vehicle is not cited.

UNC students and employees interested in requesting permit parking should contact DPS; healthcare employees should contact the UNC Hospitals Parking Office.

The cooperation of the UNC community enables DPS to serve the interest and mission of the UNC Healthcare System.

*Thank You,  
UNC Public Safety*

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### ***The UNC Workplace Literacy Program***

#### ***Can You Read This?***

#### ***Do You Know Someone at Carolina Who Can't?***

Being able to read and write and knowing how to use a computer for basic communication tasks are two of the most important skills a person today can have. If you are reading this newsletter, chances are you have those skills.

But there are some Carolina employees who have never received the help they need to learn how to read and write effectively. This limits them when it comes to applying for jobs, accessing important information about their jobs, and exercising their rights and responsibilities as Carolina employees.

There are many more employees who have never had a chance to learn how to use a computer. In our increasingly digital world—and especially on this high-tech campus—this can be a serious occupational liability.

Fortunately, Carolina is an educational institution not just for the students who come here, but for staff as well:

A pilot project to increase basic literacy and computer literacy is now in operation at UNC. The basic literacy program focuses on helping employee-students with their reading and writing skills. Classes run for six weeks at a time, or employees can get one-one-one tutoring. The computer literacy program is a six-week class.

For more information, contact Kathy Alberter at (919) 338-9341 or at [kalberter@orangeliteracy.org](mailto:kalberter@orangeliteracy.org).

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## ***Time for Employee Forum Elections!***

The time for electing new delegates to the Employee Forum is fast approaching. You should soon receive a nomination form in the campus mail.

Think of your fellow co-workers: Who would be a good representative to serve on the Forum? Alternatively, you may decide that now is the time for you yourself to make a difference by running for delegate to the Employee Forum.

You can make a change by running for the Forum.

Delegates are expected to attend monthly Forum meetings the first working Wednesday of the month, as well as serve on one committee. Terms are for two years.

If you're interested, or if you have a co-worker who you've contacted and who is interested, send an e-mail to [forum\\_office@unc.edu](mailto:forum_office@unc.edu) with the nominee's contact information. Please specify "Nominations" in the subject line for easier processing.

Nominations are due March 10, so act now!

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### ***Editorial Opinion***

#### ***You Can Do It! Becoming an Employee Forum Delegate***

*by Brenda Denzler*

*Vice Chair, Employee Forum*

It's scary fun.

I've been sitting here trying to figure out how to describe what it's like to serve on the Employee Forum—trying to find the words that can quickly describe my last 4+ years serving as a Forum delegate and the words that will motivate a bunch of you to become delegates, yourselves. And “scary fun” is the best I can do.

I'm not sure these words are the best motivators, unless you happen to be a fan of roller coasters (which I am not!) or some other dare-devil, take-your-life-in-your-hands activity. But they are an absolutely accurate description of what serving on the Forum has been like for me. It's been one of the scariest things I've ever done...and one of the most fun, rewarding things.

Of course, I didn't know, going in, that it would be like this.

I didn't realize that I would find myself so totally captivated by what the Forum does—this passionate effort to represent and advance the interests of staff employees on campus. I didn't realize that I would discover talents I never knew I had because I was asked to do things I'd never tried to do before. I didn't realize I'd get to know so many other people from so many other areas on campus—and get to know them so well. Some of them have become my good friends, now.

I didn't realize that I would have the chance to work so closely with so many members of the Administration on so many different issues...or that I would on occasion feel the obligation to question the Administration—or even disagree. (If that don't make you quake in your boots, you're made of

sterner stuff than I!) I didn't realize how much there is to know and appreciate about this grand old place—this flagship of the UNC System.

If I had not decided, on a whim, to run for Forum delegate more than four years ago, none of this would now be a part of my personal reality—and I would be poorer for it. It's been quite a ride...and I wouldn't trade it for anything.

If you don't take the opportunity to run for Forum delegate, you're cheating yourself out of one of the best experiences UNC has to offer its staff employees.

It's not usually scary, and it's not always fun. But it *is* one of the best staff jobs on campus.

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### *News You Can Use*

#### ***What's THAT Tree?!!***

Curious about what kind of trees you're passing on your daily rounds about campus? Go to <http://www.fac.unc.edu/Documents/Grounds/SectionTwoAppendices.pdf> for a neat pictorial and graphic tour of Carolina's canopy.

Kudos to Tom Bythel, our campus arborist, who created the inventory along with a complete report about the trees at Carolina. This report, too, is available for those who want to know more about our leafy denizens.

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### *Whatever Became of...*

#### ***TEAM CLEANING?***

Three years ago, the first (OS1) Team Cleaning pilot project was drawing to a close in Facilities Services, to generally favorable reviews. Though the proposed switch to this proprietary cleaning system had drawn sharply critical questions from the Employee Forum, the over-all thrust of the preliminary studies and trials was to support the implementation of the system. More environmentally friendly equipment and supplies, more efficient cleaning processes, and repeated assurances that the system would not cost jobs but would, rather, enhance employment opportunities won the day.

So where are we today with (OS1)?

According to Bill Burston, Director of Housekeeping Services, the system is now in use in 47 of the 200 buildings on the Carolina campus, and, by and large, the housekeepers who use it love it. "If they lost it," Burston said, "they would not be happy."

It would appear that Team Cleaning has proven itself to be an efficient and effective way to clean the campus, and the promised employment benefits have indeed materialized. Burston reports that as (OS1) crews were created over the last three years, 15 full-time-equivalent (FTE) positions were added to the Housekeeping staff. Better yet, just as Burston indicated, the Forum has heard very little negative feedback from housekeepers using the system (and in fact we've heard some positive feedback).

Unfortunately, although campus-wide implementation of Team Cleaning is the goal, the current budget crisis will prevent expanding the system any further for now. This is because the (OS1) system does have some extra costs associated with it.

Although once it is implemented Team Cleaning is cost neutral in terms of supplies (as compared to traditional Zone Cleaning), there are expenses associated with start-up. Purchasing new supplies of the necessary chemicals and equipment is a one-time expense. Adding the necessary staff to enable the system to be implemented properly creates another expense. According to Burston, each FTE costs almost \$37,000 per year for salary and fringes (health insurance, retirement, etc.).

Given the current budget crisis, the continued conversion to (OS1) on campus is at a standstill.

“I can’t afford to do that any longer,” said Burston. “I can’t increase anything at all. We’re standing tight with what we have right now. As additional money becomes available, hopefully we’ll be able to increase the number of buildings we’re cleaning on (OS1). But for this year and next year, I don’t expect any additional money.”

*[Ed. Note: At this time of budget shortfalls and layoffs, it is to be hoped that the successes achieved with Team Cleaning will not be sacrificed to understaffing. In the preliminary research that was done before (OS1) was implemented at Carolina, it became very clear that the system’s lack of success in some other places where it had been implemented was due to the fact that the employers in those places had refused to fully staff the cleaning teams. Understaffing essentially makes a hash of the schedules and procedures that apparently are a key part of what makes the system work.*

*Yet the temptation to try to come up with an “(OS1) Lite” in these difficult times may be strong. An article in the February 20, 2009, edition of the Daily Tar Heel reports that a pilot housekeeping project currently being conducted in the dormitories has borrowed some of the features of the (OS1) system—such as the idea of having a cleaning schedule—but not others. In addition, the Forum continues to hear reports that one of the major problems with housekeeping in these dormitories is understaffing.*

*Any job worth doing is worth doing well—which means doing it right. Until the University can afford to properly extend Team Cleaning throughout campus, it is probably not wise to adopt partial measures and create something that is neither fish nor fowl.]*

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### ***A Management Manifesto***

### ***New Head of Facilities Services Speaks to Employee Forum***

*Van Dobson is UNC-Chapel Hill’s new Associate Vice Chancellor for Facilities Services. In December, he spoke to the Employee Forum about his management philosophy and his plans for the future in Facilities.*

What I believe in:

- Customer service.
- Supporting the mission of the University.
- Working together as team in support of customers, who are the reason for our existence. Parts of the team don’t work together every day, but when the time comes, they need to be willing to pull together.
- Operating with integrity, transparency with customers. No trickery.

- Meeting commitments. Most are self-induced, as we strike deals with our customers to get something done. If we can't meet our commitments, we owe it to the customer to go back, open up a conversation, and re-negotiate expectations.
- Trying to say yes when we can, given the limits of dollars, people, time and capabilities. Ask "How can I say yes?" Don't just say, "No, that's not what I do."
- Balancing "yes" with creating a reasonable workload for our people. We have 1,000 people on our team, and a \$150 million per year business. This may not be huge by state, federal or even University standards, but it's big dollars, and that's a lot of people, and we have an obligation to be good stewards of that money. We should be efficient, committed to excellence, and always be working to improve—in the tiniest or the greatest areas.
- Operating safely at all times, whether it's materials, equipment, or practices. No cutting corners.
- Watching out for one another—for our subordinates and for our bosses, who might be stumbling into something that they should not be in. I've always had great respect for that person who would come to me, walking through a construction site, and say, "Sir, you can't come in here unless you have your hard hat and your safety shoes, or your life protection or your hearing protection"—whatever the case may be. I think we should be willing to do that.
- Treating people fairly and consistently with respect. By fairly, I mean that everyone feels like they have a fair shot and that they are being treated—not identically, because different people need different motivations—but that they are being treated fairly. We need a consistent response from our leaders and our workers, whether it's Monday morning or Friday afternoon or Sunday in the middle of the night.
- Honesty and telling each other the truth. We may not get along, we may not be friends, we may not want to socialize after hours, but I feel like in the work place during working hours, we ought to be civil with one another, we ought to be honest with one another, we ought to share the truth in a supportive and protected kind of way.
- Being loyal to my employees and to my team and taking care of them. I certainly believe in being loyal to our customers and taking care of them.
- Welcoming new people to the team with open arms, whether they're new to your division or your department or section, or new to the University workforce altogether. Make those first few days count.
- Resolving issues quickly and at the lowest level possible. I think every step in the chain—unless the chain is the problem—ought to be given the opportunity to solve problems.
- Having fun. I enjoy this business. It's got challenges and every day is not good. Every week is not good. But I just enjoy this kind of work. I enjoy the support and being in an environment like this. Not only the geography and being in North Carolina, but being on a campus.

A few things I don't believe in.

- Micromanagement. I come in with the expectation that people on the team know how to do their jobs, they know how to interact, they know how to get along, they know how to get things done. But I do like to ask a lot of questions, because I'm the guy who at age 10 took the lawn mower apart to see what was inside. I want to know how things are done. I feel like it better positions me to be helpful in resolving issues or to help in making really good things better.

- Over-reacting or losing control. Hopefully you'll never see me throw a hard hat or kick a desk or slam a door or any of that kind of stuff because it takes a hundred good things to make up for that one over-reaction.
- Jumping to conclusions. I like to hear the whole story to help come up with a solution or make a decision—whatever the case may be. So I'm not one to make a snap judgment and just charge off in a direction based on something that no one can verify.
- Killing the messenger. I've had to take bad news to people, I've had to receive bad news, and I appreciate, in both cases, when a third party has to deliver that news.
- Badmouthing our bosses or badmouthing our customers.

I guess I'll close with my team, saying, how much I appreciate what they're doing. It often times doesn't get recognized, but I appreciate what our team is doing in support of the whole.

#### On leadership:

About five years ago I began to formulate a personal philosophy of leadership, which is "Accomplish your mission and take care of people." If you're doing those two things, probably everything else is included. You can do one, you can do the other. But doing both, taking care of people and still getting the job done, is a real balance that leadership needs to strive for.

#### On the future for Facilities:

I've adopted a military term called OODA: Observe, Orient, Decide and Act. I talked to the interview committee, who asked me a number of times, "How fast are you going to start changing things?" What I told them is, I'll spend some time figuring out what's going on before I start trying to make decisions about where we want to go, but then I'll be ready to take the necessary actions. I'm still kind of in the "observe and orient" phase of that OODA, but we'll get to a point where it's time to make some plans for the future.

About two, two-and-a-half years ago, the Facilities team identified some initiatives that they wanted to work on. It's a good plan, it's got some good stuff, and on some items progress was made, while some of it fell by the wayside. We want to go through that cycle again and probably go through it about every year so that we keep those important initiatives out there that are going to help us be more efficient and still support the customers. We're going to have some focus groups and draw in the right players to put all those ideas in the hopper. And then we'll spend some time pulling them out and come up with a plan for the year and, hopefully, we'll be able to repeat that, year after year.

### Answers to Questions from Forum Delegates

#### On Housing housekeepers:

We are going to run a pilot project to address the Housing housekeepers' situation. It starts when the students come back for the spring. I personally wrote a little two page plan and created the little forms for input, so we'll have input from housekeeping staff, housing staff, students, and that sort of thing.

I'm going to be meeting weekly with Larry Hicks in Housing to make sure that we're getting input, that the input is taking the pilot in the direction we need to go, adjusting course as we go through this two month period. And hopefully by the time we get to about the middle of March, when we get to that point, we'll have vetted out all the issues. If we have to adjust the size of the workforce, the work load, equipment, zone organization—whatever it takes, then we'll have to think about it. I wrote the plan. I sent it out. I am committed to it.

There was a Housing housekeeping committee formed last summer that was concerned with the workforce, adjusting weekend work and so on. That committee had a thing to do, and it has already done most of its work. Chris Payne and Carolyn commissioned the committee, and we have done the first part of our task, and I'm going to have to ask them if they want us to re-group as a committee and have meetings or if they want us to take some other approach.

A spin-off of that was that, since there was a lot of unhappiness, we had a meeting with all of the Housing housekeepers. About a hundred were invited and most came, I think, but a lot of unhappiness was shared. It got well off the topic of what was going in Housing and the workload and weekend work and so on—got well off the topic. So what I asked was that I have a meeting with each zone's employees. I met with the zone managers and that was fine. I met with the zone employees by zone and got a lot of great stuff out of it. I pretty much decided at that point that it was time for supervisor training, which is going to start next week. [applause]

#### On supervisor training:

It's three hours. I'm calling it a baseline expectation day. I would almost call it a refresher training. I don't imagine they're going to hear anything new, but they're going to hear it, because it's important. And we're going to deal with this, or we're going to figure something else out. Every supervisor in Facilities Services will be required to attend. I think that includes the work leaders, but I'm not sure...those who are not technically supervisors. I think they're also going to be going. And it is mandatory. I think it's 130 people.

We've also developed—a year or so before my time—a comprehensive program of three tiers, mandatory, that's targeted to supervisors. And we're working to see if we can't fund that. That program capitalizes on a number of the courses that Human Resources developed.

I have extremely high expectations of our supervisors, whether they have been a supervisor one week or 30 years. My expectations are very high.

#### On getting and using information from employees:

I like to get out two times a year, I'm going to have a standard all-hands, where I have four or five meetings and people are invited to come to whichever session suits their schedule. So I'll have those. Those tend to have hundreds of people in them.

I'll meet with any group that wants to meet with me. I've had another couple of housekeeping groups call me and want to share some information.

Some folks ask me, what do I *do* with that information? And my only commitment is, I'm going to put it in the "library," and it's going to influence the way I see things. I'm not going to make a commitment to just charge off because someone says Timmy's a bad guy. I'm not going to go squash Timmy this afternoon because someone told me that. But will I be watching to see? Will I be looking for several people to tell me the same thing? Yes. So maybe I can dig a little deeper.

#### On openness of meetings to non-Facilities observers:

Where does the line get drawn? Someone could say, "I'd like to come to your staff meeting every week." I don't know that I'd be comfortable having someone in there while we're discussing things. And it's not that there're great secrets, but if someone takes the discussions out on a weekly basis and stirs up something— And I'm not being critical—but just shares all over, "Can you believe they said



they're thinking about this?"

We have flash-in-the-pan ideas at our staff meetings of "Let's look into this." It doesn't take but about an hour for us to look and say, "Well, that's about the dumbest idea that's ever been brought up!" Now, would I want that dumb idea that had had no research being published out there? I wouldn't. Could everyone (from outside Facilities) who comes in really have a commitment to, "I'm just going to listen, observe, and I'm not going to do anything with it"? At my staff meetings we probably wouldn't talk about a third of the things we talk about if we had the sense that, well, it's immediately going to go out on a web page. Or it's going to go out for public consumption. But I think those are conversations we need to have.

Can we do better at transparency? Yes, we can absolutely do better. Should every meeting be an open meeting? I don't think so.

**Audience:** For your consideration—At the Staff Relations committee, we heard stories about people getting kicked out and that what was in the minutes is not what really happened at the meeting, so my suggestion is to include somebody who is definitely neutral, as an observer, who can observe both sides, does not participate, is not speaking outside the meeting, but is like the Ombuds, in that way, and is mutually acceptable by all participants at the meeting. Then you have the assurance that everybody is going to be above-board and nothing is going to go outside of the meeting.

#### On the budget crisis:

For '08-'09 we've created some adjustments to work load. We've proposed those and are waiting on the final approval. I have not proposed any plan that eliminates people that we have on our team right now—any permanent employees—for the current year. I really don't have anything to offer as far as what we're going to do for next year or the next couple of years. But we know the cuts are there, and the whole team's been working hard to figure out what kinds of things can be done.

Personally, I don't like to see any kind of reduction in force. Sometimes that becomes necessary, but that's a campus decision. I'm not going to charge off and just start laying people off, because it's a decision that I don't want to make. I don't like to do it, but if we're looking at significant cuts—and I don't know what "significant" means—those are big percentages for an outfit (the University) that is largely labor. We're doing a lot of management and services, and those kinds of things are very manpower intensive.

I wish we could get it all out of simple things like cell phones and trucks or supplies and some of that, but, you know, we'd get to a point where we'd have all the people and we wouldn't have any supplies or materials to work with. Spreading what would be overtime into regular time certainly gets us something. And then, you guys know that we've taken that second shift and we're still working the staff of that second shift, we're actually counting on some savings out of that, that we can contribute back. We think that second shift will help us with the overtime. We'll see.

#### On new construction:

I'm being told that there are a lot of times when a building has been officially turned over to us, but the contractors are not being held accountable for things that aren't being fixed or aren't correct in the first place. This has happened everywhere I've ever been. It isn't a perfect world. They don't deliver a product that meets specifications sometimes. Can we improve it? Do we think we can do better? We could absolutely do better. Contractors need to be held accountable. Project managers need to hold them accountable. But these are easy words to say; harder words to do. The Facilities Planning and

Construction would be the office responsible for what contractors are or are not doing.

You know, construction's a beautiful thing (and I said this when I was a part of it). You draw up your fence. You build your building. Nobody can come in and look unless you let them in. And when you're done, you heave the keys over to the maintenance guys and you run in the other direction! [laughter] That's how we maintenance guys see it. A set of keys comes down and you catch it. You might get a little pamphlet that tells how to operate the building...if you're lucky. And you're stuck with it for about 200 years.

Yeah, it's a challenge. And I'm not down on them. It's just part of the cycle of life that we always have to work on.

On his impression of Facilities and on re-organizations:

I was asked [when he interviewed for this job] what I will be doing in my first period of time here, and my answer consistently was, I will do three things simultaneously: Talk to the customers, talk to my team, and talk to my bosses. To get impressions and input.

I would say that every one of the customers was very pleased with what we were doing. Could every one of them identify a problem or two, or an issue or two that didn't go as planned? Absolutely. And they shared some of those. But far beyond, by and large, mostly they were very happy with what our team is doing. It was very, very gratifying to hear that they are taking care of business, even when it is a little bit of extra, or sometimes even a lot extra—that they're taking care of business.

I think we're pretty well organized. Could I come and restructure it? I could, but I need to see what we have and how it's working before I even think about that sort of thing. You know, reorganizations are just very destructive. So, unless there's a great win to be had, I'm not a guy who just likes to change it to the way I did it last time.

I'd say overall, greatly impressed. Are there many things we can work on, little processes and gravy things? I'm sure there are, and we'll figure out what they are. But, very impressed, from my customers to my bosses that I've been talking to, to my own observations.

On Team Cleaning (OS1):

The thing that bothers me most about Team Cleaning is having a foot in two camps—using both Team Cleaning and Zone Cleaning. If you happen to be in one building then you use this approach, but if you happen to be in a different one, you use a different approach. So when I ask the question, are we going forward with Team Cleaning? Well, we'd like to, but it's too expensive. What about going back? Politically it's hard. I don't know what the best answer is.

I think we ought to be consistent across the whole organization in the way we do our work. If we had a one-year or two-year implementation plan, the current situation would make more sense.... But with budget cuts looming, I don't know if we'll have the money in the next few years to go ahead and implement it.

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***Student Actions with Workers Speaks Out***  
***A Fundamental Workplace Problem for Housekeepers: Understaffing***

*(Editor's Note: This message came to the Employee Forum on January 29<sup>th</sup>. We are passing it along as part of this newsletter because it has a direct bearing on the work life of hundreds of UNC-CH staff employees. Please read the other articles in this issue of the InTouch – and read them carefully – for more information about the situation in Housekeeping.)*

Hello students, faculty, staff, and fellow community members,

Since last semester, local newspapers including the *Raleigh News & Observer*, the *Independent*, and our own *Daily Tar Heel* have shed some light on the hardships the UNC housekeepers have faced. Long time residents of Chapel Hill have seen the problems it causes in their community and know these problems have gone on much longer. But for most of us in the campus community who are only hearing about these issues for the first time, here's a little history to bring you up to speed:

The housekeepers are faced with a fundamental workplace problem: understaffing. There's more space than ever, and not enough people to clean it. But instead of hiring on more people, Housing has chosen to manipulate the zoning and staffing levels to try and cover it. The University moved to a seven-day coverage plan, meaning that housekeepers are cleaning every day rather than the usual five. But that doesn't mean dorms are cleaner, in fact, the opposite; housekeepers don't do a complete job every day, and the dirt piles up.

No matter how you divide up the space, there aren't enough people. Workers were forced to work the weekends, first with overtime. Then last February, Housing announced that they [workers] would give up a weekday for weekend work. The housekeepers petitioned against the work and underpay, and then again to protest an unprofessional manager.

A committee was set up to address the problem; it turned out to be a sham. A management proposal was rejected 56 to 2 by the housekeepers, but management said that the "representatives" were not supposed to represent the wishes of their coworkers in their zones, just make commitments on their behalf. The housekeeper committee, fearful for their jobs, "voted" in favor of the proposal they rejected before and were told to "sell the proposal to their coworkers."

In order to combat disrespect and harassment from managers, Chancellor Thorp promised that the managers would be sent to trainings to improve workplace conditions for their employees. They got their training: three hours long, with a catered lunch during the work day.

Some housekeepers have had their livelihoods cut in half by going from full-time to part time. And now, the current economic crisis and budget constraints have promised layoffs to a workplace already failing to meet its needs.

Last semester many of you joined us in the fight for stable shifts, stable zones, fair pay and no more intimidation from management. Before the holidays, the university and greater Chapel Hill community including student groups, churches, and private citizens pulled together to throw the housekeepers an appreciation party. For us, it meant everything to see how much it meant to the housekeepers and many people were willing to help us.

At the same time, it killed us to hear how low managers were willing to go to stop it. While even some supervisors agreed to give the housekeepers an extra hour of lunch to attend their party, one manager

refused to distribute invitations to their zone and tell their employees they had an extra hour that day. Some heard from their coworkers, others completely missed out.

We are currently in the middle of a sixty-day interim to test the new work schedule. There are evaluation forms for housekeepers, managers, and students, but have you been asked to fill one out? If you live on campus, consider that the extent of management commitment to your needs.

This semester, we are keeping our commitment to the housekeepers, supporting their fight for a fair and just workplace. We think our university can do better, and we have the power to make a difference. Together, we can do anything.

As always, our meetings are in Alumni 308 at 8pm Wednesday nights. Feel free to come, learn, and get active. Also, make sure to check our website at [www.uncsaw.wordpress.com](http://www.uncsaw.wordpress.com).

Thank you, in solidarity,  
Student Action with Workers