



in TOUCH

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Finding the new AVC for Human Resources

By LIZ CROWLEY

As everyone knows, in August Brenda Malone will become the new associate vice chancellor for human resources at Carolina. Currently vice chancellor for faculty and staff relations at City University of New



MALONE

York, she has a law degree from Hofstra University and more than 27 years of experience in human resources and labor relations.

How in the world did we find such a stellar candidate? It took a lot of hard work. I

know, because late last year I was selected to serve on the search committee that found her. It all started when I received an e-mail from David Perry, interim vice chancellor for finance and administration. He invited me to join an eight-person search committee to identify possible candidates for the AVC for HR position that Laurie Charest was vacating at the end of January. Although I knew Forum delegates served on working groups, task forces and search committees around campus, I didn't know my name had been suggested.

So I was a bit shocked when I received the invitation. I was not accustomed to receiving personal e-mails from a vice chancellor. I was also a little intimidated when I learned that the committee included a number of high-level administrators and would report to the incoming vice chancellor, Richard Mann. Since I knew this search was a high priority for the Forum, I was a little overwhelmed by the prospect. It eased

my mind to know that fellow SPA (subject to the State Personnel Act) employee and former Forum Chair Tommy Griffin, for whom I have great respect, would be there, too. I began to look forward to helping represent the interests of more than 7,000 staff employees.

Luckily, the search committee had help. An executive search firm specializing in higher education human resources, Brill Neumann (BN) of Boston, was hired to assist with the process. Besides the economies of time that their experience would give us, the firm would contact promising candidates across the country on our behalf, including those who would not normally apply for a standard position advertisement. Our committee could then focus its attention only on truly serious candidates.

Determining just what would constitute a serious candidate required a couple of campus visits by BN, during which they talked non-stop to literally dozens of administrators and managers about our key issues. They also worked with our committee to write a six-page position description that they used to stir interest in the job.

In the meantime, our committee worked to come up with a list of questions that we would ask each candidate during the interview process. In the end, we crafted 17 questions designed to help us get a clear idea about each candidate's experience, knowledge, abilities and leadership style.

While we crafted questions, BN was out there generating interest, as promised. By mid-March more than 200 people had responded to the ad for the position, and many of the applicants were very well qualified. Carolina, the search firm said, was a real draw; compared to other clients, we were ahead of the game on eliciting serious interest.

When BN provided us with a thick binder of candidate materials, the really difficult work began. We had to decide which of the candidates to bring to campus for an initial interview. There were no rules restricting the discussion that followed, and, to my relief, we had a very open exchange. Everyone seemed to feel comfortable expressing a minority opinion or asking hard questions. I had been concerned that I would feel intimidated and be reluctant to speak my mind in this group of very experienced and influential people. Instead, I felt very comfortable sharing my thoughts, concerns and opinions. Each committee member had a say in all aspects of the process.

We settled on selecting eight candidates to bring to campus, and I was surprised to see that although there was only one candidate who received a unanimous vote, the top vote-getters were pretty easy to separate from the rest.

Two candidates had to withdraw due to scheduling conflicts, but the six remaining candidates arrived one by one, and we went through two very busy days of interviewing. Each interview lasted one hour and 15 minutes, after which we spent 30 minutes privately discussing the candidate. At the end of the day, we were to develop a short list of good candidates to pass along to Mann (who also interviewed each one). However, we were asked not to rank-order our list.

For four hours the first day we interviewed, debriefed, interviewed and debriefed again, and then broke for lunch. Surprisingly enough, this turned out to be rather tiring. After lunch it was more of the same, followed by a meeting with Mann to give our general impressions. Once again I found that this was a very open discussion

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A smoke-free campus among Forum's goals

By ERNIE PATTERSON
EMPLOYEE FORUM CHAIR

I am pleased to report that with the passage of the UNC smoke-free bill by the N.C. General Assembly, our chancellor and Board of Trustees have the opportunity to provide a healthier and more productive campus environment for students, faculty, staff and visitors. Once Gov. Easley signs the bill, our University is authorized to establish smoke-free policies for its buildings and their surrounding grounds (up to 100 feet).



PATTERSON

In May, the Forum passed a resolution asking Chancellor Moeser and his administration to work with us to establish policies to make Carolina a smoke-free campus. In support of this request,

we asked that the University offer on-site smoking cessation programs. Employees hope that Chancellor Moeser will soon help the skies around our campus become a clearer Carolina blue!

Members of the Forum have also been working with the State Employees Association of North Carolina (SEANC) in support of two other bills. One will expand the number of community service days from three to five. The second will allow state employees to donate sick leave to the shared leave program, which currently accepts only vacation leave if the donor is not a relative. Both bills support Carolina's mission of community service and allow employees to help others in need.

Finally, we need to allow public employees to deal collectively with government organizations when addressing their concerns, rather than being treated as tens of thousands of isolated individuals. The Forum passed a resolution last year asking for the repeal of N.C. General Statute 95-98, which forbids collective bargaining by public employees. I personally support and plan to work for passage of legislation that would lift that ban. With the right to negotiate collectively, we can work together more effectively to improve our workplaces and serve our state.

As you can see, the Forum has been very active this year looking after staff interests. With your help, we could do even more.

First, I would like to encourage all of you

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Family Scholarship Fund supports fellow employees

"Wouldn't it be great if all Carolina employees could afford to send their children to college?" thought Bruce Egan, director of the University's IT Response Center.

The answer of course is a resounding YES! The reality, unfortunately, is that many Carolina employees struggle to meet everyday needs, let alone pay tuition for their kids.

So in 2005 Egan decided to do something about it, and today his glimmer of an idea has become a reality. Through one man's perseverance, the Family Scholarship Fund was created to provide scholarships for children of low-income UNC employees.

Starting with a \$200,000 trust and a \$32,000 expendable account from the chancellor's office, faculty, staff and various groups have also made contributions to sup-

port the fund. As a result, the scholarship currently supports 10 students, with several new scholarships to be awarded this summer. Recently, the University's Development Office has agreed to turn their considerable skills to supporting the fund, with the expectation that the increased endowment will eventually be able to support up to 10 additional students.

Children of any UNC employee who works 30 or more hours per week (and remains employed at least at that level) are eligible. The scholarships are strictly need based and are awarded by a committee made up of faculty and staff. Preference is given to incoming freshmen, but others are also invited to apply.

Recipients are eligible to receive scholarship money for eight semesters if they are enrolled full time (not including summer ses-

sions) and are in good academic standing at a N.C. public institution of their choice — it doesn't have to be a UNC system school. If your child is not interested in a four-year college, community colleges are also covered.

Support of this scholarship fund is an excellent way for UNC employees to support each other. When you give, you can rest assured that your money is going to help a co-worker and their family — or maybe even your own child someday. A gift in any amount is welcome. And remember that employees can take advantage of payroll deduction to make regular donations.

For further information, visit the fund web site at www.unc.edu/familyfund or contact Bruce Egan at 843-7777 or via e-mail at bruce_egan@unc.edu.

Reassignment of Lineberger employees resolved

Through hard work and improved communication, the situation involving five employees of the Lineberger Comprehensive Cancer Center whose positions, supervised by UNC Health Care personnel, were to be moved to the UNC Health Care System has been resolved. When some of the employees tried to renew their University parking permits last month, they discovered the pending change in their jobs.

A flurry of activity by human resources personnel in both the University and UNC Health Care System led to the decision not to move the three EPA employees (those exempt from the State Personnel Act) because the health-care system could not match the University retirement options now available to them.

The two SPA employees (subject to the State Personnel Act) have been moved “whole” to the health-care system, which means their leave balances, leave accrual rates and most of their other SPA-mandated employment conditions remain intact.

Not transferred was the bonus leave given to all state employees by the Legislature several years ago in lieu of pay raises. Because the money for this leave comes from a special account, UNC Health Care cannot maintain the leave. Instead, the University paid it out at the time of the transfer.

“It’s not to the benefit of us or the employees if we can’t keep them whole,” said Norman Klase, director of UNC Health Care’s Human Resource Division. “That’s been our method of operation for administrative transfers in the past as well.”

Since the UNC Health Care System was suddenly released from the state personnel system in 1998, other groups of employees have moved from the University to the health-care system. For instance, a number of Information Technology personnel, nurses and all of UNC Physicians and Associates have been transferred to UNC Health Care in recent years.

The Office of State Personnel describes these transfers as an ongoing process designed to distinguish between the teaching functions of the School of Medicine — as part of the University — and the now-separate business functions of UNC Health Care.

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— both staff and faculty — to educate yourselves on the issues and to become involved as advocates for positions you support. Bookmark the Forum’s web page, forum.unc.edu, read the resolutions we pass and keep abreast of other important matters by reading the In-Touch newsletter online each month. To be successful, we must all share ideas and work together.

Second, we need passionate, dedicated people to become delegates to the Employee Forum. To find out how you can become involved in your campus community in this way, call the Forum office at 962-3779 or e-mail us at forum_office@unc.edu. I look forward to working with you!

2006-07 EMPLOYEE FORUM DELEGATES



Resolutions: the Employee Forum at work

The passing of resolutions is one of the most visible activities of the Employee Forum. Without such formal declarations about matters of interest and concern to staff employees, the Forum would be an organization sitting in a corner, wringing its collective hands and whispering hopefully to each other about issues it would like addressed. As the following list shows, the Forum this year has been confronted with situations that have compelled it to step forward and act decisively with confidence and respect.

■ Resolution 06-06 welcomed Bernadette Gray-Little to the position of executive vice chancellor and provost and requested that the monthly meetings of Forum delegates with the provost, vice chancellor for finance and administration, and associate vice chancellor for human resources be continued. The meetings have been changed to every other month.

■ Resolution 06-07 called for the repeal of N.C.G.S. 95-98, which legally prohibits state employees from freely associating for the purpose of collective bargaining. It sparked a prompt media response from the chancellor.

■ Resolution 06-08 called for the full funding of the Comprehensive Compensation System as a way of addressing cost-of-living issues faced by employees and costly personnel turn-over expenses faced by state offices and agencies.

■ Resolution 06-09 petitioned the chancellor to allow money from the Staff Development Fund to be used to pay for work-related

conference and registration fees. The chancellor denied both this request and a follow-up letter of appeal.

■ Resolution 06-10 supported the renewal of the UNC-Chapel Hill chapter of the American Association of University Professors on the UNC campus and expressed the Forum’s interest in working together with this group to advance the interests of all employees at Carolina.

■ Resolution 06-11 expressed the Forum’s concern about and enumerated the problems with the impending outsourcing of a group of dental technician positions at the School of Dentistry.

■ Resolution 07-01 addressed problems related to the open enrollment period of the State Health Plan.

■ Resolution 07-02 enunciated the Forum’s feeling that the movement to take University employees out of the State Personnel System should move at a slower pace. Responding to statewide feedback, UNC System President Erskine Bowles issued an announcement on March 16 that he would drop this effort and instead pursue creating a task force to revamp the existing system.

■ Resolution 07-03 honored former Forum Chair John Heuer upon his retirement.

■ Resolution 07-04 urged the chancellor and his administration to approve a proposal made by an ad-hoc faculty group to provide free tuition for the children of all faculty and staff employees. This proposal has been rejected by the administration at this point.

■ Resolution 07-05 advocated that the University raise minimum salaries of its lowest paid employees from \$22,300 to \$25,625 and that all other employees receive a 5 percent raise.

■ Resolution 07-06, passed before President Bowles made his March 16 announcement, advocated having Chair Ernie Patterson and Vice Chair David Brannigan serve on any personnel system task force that Bowles might put together in setting up a new University-only personnel system.

■ Resolution 07-07, passed after President Bowles’ March 16 announcement, asked the president to appoint members to his proposed personnel task force that would be broadly representative of the University population as a whole.

■ Resolution 07-08, passed with a divided vote, urged adoption of a smoke-free policy for the UNC campus similar to that adopted at UNC Hospitals. Chancellor Moeser indicated that he is receptive to the suggestion.

■ Finally, the Forum approved Resolution 07-09, which asked the administration to help employees with the summertime gas crisis by convincing supervisors to provide flexible scheduling and work-at-home options for University employees, as well as increased subsidy assistance for vanpool drivers and other mass transit options.

To read the full text of these resolutions and any written responses from the administration, please go to forum.unc.edu/resolutions.htm.

Revamping the University personnel system

What do you think needs to be changed about the University's personnel system? Staffing needs in the University setting have evolved over the years, and they now differ in important ways from staffing needs in other state offices. As a result, the rules and regulations of the State Personnel System may not always meet our needs.

UNC System President Erskine

Bowles is asking the N.C. Legislature for permission to convene a task force that will make recommendations for ways that the system could be changed. The Employee Forum would like to know what kinds of issues you think this task force should take up.

Do you have suggestions on how pay or benefits matters are handled? Are there problems with

employee relations and working conditions that need to be addressed? Have you run up against obstacles in the hiring and recruitment of new employees? What about career development? What about the grievance process?

And — just as importantly — what do you want to remain the same because it's working pretty well just as it is?

We'd like to hear from you. Go to the Employee Forum web site at forum.unc.edu and click on "Re-vamping the Personnel System" link.

All responses will be anonymous, but the Forum will compile your ideas and share them with our administration, the new task force and our campus's Board of Trustees.

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with all opinions welcome.

The second day we conducted only two interviews, with lunch in between, but even that wore us out. For me, personally, it was mentally exhausting because we were trying to recommend someone who would shape the work life of UNC employees for the indefinite future. A lot was riding on this process. As if that weren't enough, I knew that the Forum and thousands of other employees would be turning a critical eye toward the results of our work.

After some consideration, the committee chose three candidates to recommend for second interviews. This involved another trip to campus for each candidate and two more days of meetings with UNC administrators and managers, as well as participation in open campus forums.

In addition, members of the search committee met with each candidate during lunch and/or dinner for informal discussions — but I quickly learned that these were anything but casual. All three lunches I attended definitely evolved into serious discussions about the job. But both the forums and the lunches allowed me to get a much better sense of what made the candidates tick.

We held our final search committee meeting in late April, once again reviewing the strengths and weaknesses of each of the finalists. We conveyed our conclusions to Mann, who thanked us for our efforts and promised a swift decision. He was as good as his word — by mid-May, Malone had accepted the job.

I consider it an honor to have been appointed to this search committee, where I was able to have a part in making a critically important decision for the future of Carolina. My voice was heard, and it was the voice of an employee who is way down the chain from where the AVC for human resources will reside — and this is important.

Members of search committees should not all be potential colleagues and peers of the person being hired. A more diverse committee increases the chances that the search will result in hiring candidates who reflect the ideas and interests of the widest possible range of employees.

I also learned a couple of important lessons, one of which was about wise stewardship of resources. Although at first I thought it might not be a great use of public money to hire Brill Neumann, it turned out to be incredibly valuable. They brought a ton of expertise and gave us the benefit of their considerable network of known good candidates. They also saved us huge amounts of time, making us much more efficient and effective than if we had had to start from scratch. I don't think we could have done a good job in such a short time if it had not been for them.

Although we left behind all of our binders and notes about the process, I did keep a copy of the resumes of the three final candidates. Since the day Malone's name was announced, I have re-read her resume a couple of times, and each time I am more impressed. I hope it doesn't sound like bragging when I say that I think we did ourselves and Carolina proud.



(Top) Employee Forum Chair Ernie Patterson, second from right, listens to U.S. Rep. Brad Miller at the Forum's Jan. 16 annual retreat. Local state legislators Verla Insko, far left, and Ellie Kinnaird, far right, join the conversation. (Bottom) One of the two second-place teams in the spring Grounds Services' stormwater landscape contest takes a break near their winning Carrington Hall project. They are, from left, Charles Tomberlin; Kittie Allen, crew leader; Joe Moore and Bobby Couch.

FYI: How to report problems

The Employee Forum would like to remind employees that there are several anonymous or confidential ways for employees to report problems at the University — and there are legal protections for those who do so.

■ University Ombuds Office — 843-8204.

■ University Compliance Line (managed by EthicsPoint in Portland, Ore.) — Internet access: www.ethicspoint.com (Click on “File a New Report or Follow-up on a Report”) and Telephone access: 866-294-8688.

■ N.C. Office of the State Auditor — Internet access: www.ncauditor.net/Web-Project/formshottip.aspx and telephone access: 1-800-730-TIPS during regular business hours.

■ UNC Policy on Protection for Reporting Improper Activities — www.unc.edu/campus/policies/protect_report.html.

■ N.C. State Laws Protecting Whistleblowers — www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/BySection/Chapter_126/GS_126-84.html and www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/ByArticle/Chapter_95/Article_21.html.

■ Federal Whistleblower Protection Laws — whistleblowerlaws.com/protection.htm.

BE INTOUCH:
forum.unc.edu
962-3779
forum_office@unc.edu

(Photo at right) Kay Goldstein, left, shares her delight at the Campus Y's transformation as she spends a moment with Virginia Carson, Y director, at the March 1 open house. Goldstein worked in the building 30 years ago. ▶

Legislative update: New leave time laws in air

By MIKE HAWKINS
LEGISLATIVE ACTION COMMITTEE CHAIR

On June 20, the N.C. House Committee on State Personnel met to discuss and vote on several bills. Two bills, both sponsored by Verla Insko of Orange County, were of particular interest to public employees:

H1726, State Employee Community Services Days

Bill would allow a state employee to take up to five days off for community service work

in the event the governor declares an emergency. Other provisions, already passed as law, apply to such leave.

This new bill is an increase in the amount of time that a public employee could use for a Hurricane Katrina-type disaster.

H1727, SPA Sick Leave Transfers

Bill would allow sick leave to be used in the “Shared Leave Program” in addition to annual leave. This would give more flexibility for employees to help co-workers who have extreme family or medical situations and would

otherwise have to take unpaid leave to deal with those situations.

After discussion, each bill was approved and sent to the House Committee on Appropriations, where further study will take place.

These bills were supported by the State Employees Association of North Carolina (SEANC), which involved the North Carolina Association of Educators (NCAE) and the Office of State Personnel (OSP).

Forum Chair Ernie Patterson took personal time to attend the committee meeting and speak on behalf of these bills.



Make a difference on campus: Run for Employee Forum delegate

Do you know that you can make this a better university?

Do you know that you can have an impact on the way the University runs so that the well being of University employees is protected?

Do you have concerns that you would like to see addressed?

Members of the Employee Forum devote a few work hours every month to doing all these things ... and you can be one of them! The Forum's annual delegate elections will kick off soon, and we encourage you to run for a position.

In the past year, Forum delegates have worked to improve educational opportunities for staff employees, served on a variety of important campus committees and put their heartfelt passion into addressing some touchy issues affecting our campus.

Now is the time for you to make the de-

cision to chime in. Let your voice be heard on the “vision, values, and concerns” of our campus community. Become a delegate to the Employee Forum — and don't forget to vote in the coming election.

For more information, refer to the Forum's web site, forum.unc.edu, or call one of the current Forum officers listed at forum.unc.edu/officers.htm.

Errata on the Staff Assembly Check those details!

It has come to our attention that there were several errors in last month's article about the UNC Staff Assembly. Although we strive to check our facts, sometimes new information becomes available after we have already gone to press. In this case, the posting of the Staff Assembly minutes has provided us with further information.

First, there will be three SPA (subject to the State Personnel Act) and three EPA (exempt from the State Personnel Act) non-fac-

ulty representatives on President Bowles' task force to revamp the personnel system — not two — as we reported.

Second, the resolution Chapel Hill representatives introduced to the Staff Assembly asking for a 5 percent pay increase was not rejected, as we reported; it was sent to committee. Given that the assembly only meets to conduct its business twice a year, the resolution will not be brought back to the floor again until well into the fall. By that time, the legislature will probably already have reached its decision about a raise for state employees.

Finally, UNC system administration was not pushing for a 2 percent raise, as we reported. According to information recently obtained from General Administration, there was no mention at all of staff salaries in GA's legislative priorities for 2007.

(For GA's list of legislative priorities, refer to src.northcarolina.edu/agenda/index.htm.)

Staying InTouch

Would you like to receive more information about campus events and issues that affect staff employees?

The Employee Forum's InTouch newsletter is published online 10 times each year; you can find links to current and past editions on the Forum's web site at forum.unc.edu.

If you'd like to be notified by e-mail each time a new edition of the newsletter comes out, be sure that your profile in the campus directory is set to allow mass e-mail.

To do this:

- Go to dir.unc.edu;
- Click on “Update Entry”;
- Sign in with your onyen and password; and
- Click “yes” where it says “Receive UNC informational mass e-mail.”

If you'd like to receive a printed copy of InTouch, call the Forum office at 962-3779.