

Human Resources Advisory Board (HRAB)
Annual Report for 2010

1. Charge

The Human Resources Advisory Board serves to advise the Vice President for Human Resources, and other senior officers as appropriate, on resources and priorities with regard to human resources, personnel matters, and the strategic direction for human resource management. The Human Resources Advisory Board reviews and makes recommendations concerning policies, programs, and initiatives designed to support and promote the intellectual and professional development of the university's work force. The Board considers such matters as the training and support provided to staff and faculty serving in administrative roles; orientation and support for new members of the work force; and the promotion of a healthy community within and between departments. The Board reviews and makes recommendations concerning existing and proposed hiring and recruitment procedures and policies and compensation and benefits policies and programs for University faculty and staff. With regard to faculty benefits and awards, the Human Resources Advisory Board coordinates with, and does not duplicate, the work of the CFED (Committee on Faculty Equity and Diversity).

2. Organization and Membership

The HRAB is chaired by Karen L. Davis, Vice President for Human Resources, and staffed by Stephanie Altomari-Cavanagh, Manager for HR Initiatives and Administration. Valerie Wilson, Associate Provost and Director of Institutional Diversity, serves as a special advisor to the Board. Jan Wright had served as a special advisor through June 2010 and was replaced by Beverly Ledbetter, VP and General Counsel. Drew Murphy, Director of Benefits, serves as an ex-officio member.

The Board membership consisted of the following faculty members through June 2010: Phil Leis, Susan Miller, Peter Shank and Peter Weber (who also served as Faculty Co-Chair). Staff membership through June 2010 included: Ruth Crane, Cliff Hirschman, Phyllis Hudek, James Hutchinson, Steve Maiorisi and Erin Shreve.

3. Current Faculty and Staff Members as of July, 2010

The current membership of the Board includes: Katherine Tracy Barnes, Ruth Crane, Christine Decesare, Cliff Hirschman, Christine Marie Janis, Phil Leis, Susan Miller (Faculty Co-Chair), Erin Shreve and Michelle Venditelli. A list of Board member titles and contact information is provided on page 6.

4. Topics Reviewed

The Board met from January through December 2010. Meeting dates during this time period were: January 28, March 25, June 10, October 21 and December 16. This meeting schedule enabled the HRAB to play a key advisory role on issues such as Brown's staff compensation, several HR policies, health insurance, retirement, and the ongoing organizational review process.

5. Major Issues and Recommendations

A. Benefits

- i. Transportation Spending Account – The Board approved that we move forward with implementation of a Transportation Spending Account program assuming

that it is feasible from a systems and administrative perspective. Currently, Brown employees ride RIPTA free of charge, and Brown parking is payroll deducted on a pre-tax basis. The Transportation Spending Account would apply to a relatively small segment of the Brown community who ride the MBTA or park at off-site private parking lots. However, for these employees, pre-tax contributions to an eligible transportation account would be valuable and offer savings of approximately 25-40%. Under this program, employees would be able to contribute up to \$230/month for parking plus an additional \$230/month for transit. The FSA debit card could be utilized for eligible expenses, and online account access would be available for participants. Benefit Strategies, Brown's FSA administrator will administer the program which is anticipated to be rolled-out in 2011. It is expected that commuter parking, non-Brown parking and transit (MBTA/Amtrak) will be eligible for reimbursement with pre-taxed dollars. This program will also save Brown money on employer matching FICA costs.

- ii. Open Enrollment for 2011 – Open Enrollment this year was a “passive enrollment” in that faculty and staff only had to enroll if making a change to their existing selection, enrolling in an FSA account or electing the health buyout. . Last year, Open Enrollment was an “active” enrollment wherein everyone had to re-enroll. During the 2011 Open Enrollment, 20% more staff logged onto the open enrollment site as compared to the prior passive enrollment for plan year 2009. Also, the length of the open enrollment period was reduced from four to three weeks. This was well received by employees. The vast majority of staff enrolled via the internet. One hundred dependents were added as a result of the Healthcare Reform Act mandate to cover children to age 26. There was \$1.4 million in employee contributions to flexible spending accounts during Open Enrollment and more than 500 staff made changes to, or signed up for retirement savings.

Going forward, the Board suggested adding Brown Gives Green charities drive to the Open Enrollment program for 2012 as this may generate more donations to the drive.

- iii. Health Care Reform – The extension of coverage for children until the age of 26 was reviewed with the Board. It was noted that under the new regulations children are not required to be dependents of the employee nor do they have to be students. Children can be married, but their spouse and/or children are not eligible, and the child of the employee can be denied coverage if he/she has alternate coverage available through their own employer. Prior to health care reform, the age limit for dependent coverage was 19 for dependents not currently enrolled in college and 25 for those enrolled as college students. When the age limit was 25, Brown provided coverage through the end of the year in which children turned 25. However, the new regulations allow for ending coverage at the end of the month in which the child turns 26. The Board recommended that Brown adopt this approach. As we are now self-insured, ending the coverage at the end of the month reduces Brown's exposure to large claims. Finally, the regulations state that coverage for children until the age of 26 be implemented no later than 1/1/2011, and the Board recommended that we implement the change on that date.

- iv. Tuition Aid Program (TAP) for dependent children – The Board reviewed a request to consider allowing coverage of certificate programs which are currently not eligible for TAP coverage. However, the Board decided not to recommend covering these programs in light of the University’s financial situation. The TAP program is costly to Brown with the benefit offering up to \$10,000 of tuition assistance per child/per year, and the Board noted that TAP is a benefit that is not utilized by all employees as many do not have children. The Benefits Office agreed to do a benchmarking study with peer institutions and will bring the results back to the Board in 2011.

B. Staff Compensation

- i. Total Compensation for Staff at Brown – In October, HR presented a request to the University Resources Committee for funding for FY12 staff compensation and benefits. The merit pool requested for FY12 was 3% with additional funding requested for equity, promotions, and bonuses. Betsy Warner, Director of Compensation and Organizational Services, met with the Board to get their input on how to distribute the pool with a special focus on carving out dollars for high performers. Board members were very supportive of this approach and offered a variety of suggestions for further consideration once the final URC allocation is known.
- ii. Modified Overtime Policy – In December 2009, Betsy Warner met with the Board to gather feedback on modifying the staff overtime policy. She returned to the Board in 2010 with the proposed changes that had been reviewed and supported by both SAC and HR Partners. The Board reviewed the proposed modifications and endorsed the proposed changes.

The Board noted that substantial communication, including frequent website updates, should be done to support rollout of the new policy. The student FLSA policy had recently been reviewed by Internal Audit, and plans were underway for dual communications regarding both the overtime policy changes as well as the modifications to the student time collection policy in response to Internal Audit’s recommendations.

C. Other

- i. Performance Management - Joe Sarno, Director of Labor and Employee Relations, met with HRAB twice in 2010 regarding the staff performance management process. In the first visit, the HRAB served as a focus group to gather input on the current performance process. During that session, the Board recommended: modifying the current tool, better communication around the process, mandating mid-year reviews for those who are underperforming and better support and training for both new and ongoing managers.

Joe returned to the Board in October to gather their feedback on the drafted recommendations to date. Shared features of the new process included:

- 5 tier rating – Excellent, Commendable, Acceptable, Needs Improvement, Unsatisfactory. Proficient rating was perceived negatively.

- Competencies were revised to include *Core, Job Specific* and *Supervisory Competencies*.
- Comments on competencies are no longer mandatory for those receiving *Accomplished* and *Commendable*.
- More flexibility with the due date of performance reviews was also highlighted.

The Board reviewed the revised performance management process and commented that the new process will add value for both staff and managers.

- ii. Organization Review Committee Updates – Through June 2010, the Board received ongoing updates regarding the work of the Organizational Review Committee. Karen provided general information at almost every meeting in FY10 with Beppie presenting to the Board in January. Karen also gave an update at the end of the implementation phase in June including tentative plans for revenue enhancement opportunities in future years.
- iii. Workday – In Fall 2010, the University began exploring opportunities to replace our aging HR/Payroll system in order to address the risks and compliance issues raised by our current system. Workday was identified as a potential vendor for our new system. The Board heard the benefits of Workday which include:
 - Competitively priced
 - Cloud model; not hosted by Brown
 - No customizing; configured based on our needs
 - Faster to install; easier to maintain
 - Supports HR/Payroll functions but also includes potential modules for budget, training and development, change management, performance management, etc.

The Board will continue to consult on the project as needed.

- iv. Online Sexual Harassment Training - Sexual harassment training was proposed for rollout in the next academic year. The Board agreed with the need for this training and was supportive of pursuing an online tool. The issue will be revisited by the Board when a vendor is identified.

D. Continuing and Upcoming Issues

- i. Continued Subcommittee Monitoring – The HRAB will continue to monitor the implementation of policies and practices suggested by the Background Check and Retirement Plan Oversight subcommittees. As appropriate, the Board will recommend policy revisions to ensure that Brown has implemented best practices.
- ii. TAP Review – Benefits will return to the Board with benchmarking information on peer institutions and their respective tuition assistance programs.
- iii. Performance Management – Performance Management conversations will continue with the Board on this topic through June 2011.

- iv. Health Care Reform – The Board will continue to review and monitor changes mandated by health care reform.
- v. Workday – Since the HR/Payroll system replacement project was approved by the Corporation in February 2011, HRAB will continue to receive regular updates and will be asked to provide feedback regarding Workday implementation as it relates to revising HR policies and business processes.
- vi. Online Sexual Harassment Training – The Board will be informed when a vendor has been selected in order to advise on communication to both faculty and staff.

E. Membership for 2010 and 2011

Ruth Crane (Staff)
Department Coordinator
Geological Sciences
Term ends: June 2011

Karen Davis (Chair)
Vice President for Human Resources
Human Resources
Human Resource Advisory Board

Christine Decesare (Staff)
Manager, Finance and Administration
PAUR
Term ends: June 2012

Cliff Hirschman (Staff)
Director of Information Technology
Bio Med Business Affairs / Computer
Services
Term ends: June 2011

Phyllis Hudek (Staff)
Department Manager
Economics
Term ends: June 2010

James Hutchison (Staff)
Senior Financial Analyst
Bio-Med Business Affairs/Financial
Services
Term ends: June 2010

Christine Marie Janis (Faculty)
Professor of Biology
Bio Med Ecology & Evolutionary Biology
Term ends: June 2012

Beverly Ledbetter (Advisor)
Vice President and General Counsel
Office of the Vice President and General
Counsel

Phil Leis (Faculty)
Professor of Anthropology
Anthropology
Term ends: June 2011

Stephen Maiorisi (Staff)
Vice President for Facilities Management
Facilities Management
Term ends: June 2010

Susan Miller (Faculty)
Associate Professor of Community Health
Bio Med Gerontology Health
Term ends: June 2011

Drew Murphy (Ex-Officio)
Director of Benefits
Human Resources

Peter Shank (Faculty)
Professor of Medical Science
Bio Med Molecular, Microbiology &
Immunology
Term ends: June 2010

Erin Shreve (Staff)
Class Campaigns Officer
Advancement Class Campaigns
Term ends: June 2011

Michelle Venditelli (Staff)
Shelving Manager
University Library- Preservation
Term ends: June 2012

Peter Weber (Faculty Co-Chair)
Professor
Chemistry
Term ends: June 2010

Valerie Wilson (Advisor)
Associate Provost and Director of
Institutional Diversity

Janice Wright (Advisor)
Associate Counsel
Office of the General Counsel
Term ended: June 2010