



# University of Washington Professional Staff Organization

## Annual Report 2004-05

### Standing Committees

#### Finance

#### Revenue, Expenditures and Changes in Net Assets

##### FY05 Actual Compared With FY04 Actual

	2003-04	2004-05	Var. F (U)*	
	Actual	Actual	\$	%
<b>Revenue</b>				
Member contributions	\$13,694	\$14,205	\$511	3.7%
Interest and dividends	490	392	(98)	-20.0%
<b>Total revenue</b>	<u>14,184</u>	<u>14,597</u>	<u>413</u>	<u>2.9%</u>
<b>Expenditures</b>				
Scholarships	1,500	3,020	(1,520)	-101.3%
Spring and autumn meetings	2,549	4,955	(2,406)	-94.4%
Newsletters	9,045	2,054	6,991	77.3%
Board retreat	490	399	91	18.6%
Legal and professional fees	0	7,056	(7,056)	0.0%
Web site	0	725	(725)	0.0%
Postage, copying, banking	72	279	(207)	-287.5%
Other expenditures	227	909	(682)	-300.4%
<b>Total expenditures</b>	<u>13,883</u>	<u>19,397</u>	<u>(5,514)</u>	<u>-39.7%</u>
<b>Surplus (deficit)</b>	<u>301</u>	<u>(4,800)</u>	<u>(5,101)</u>	<u>-1694.7%</u>
<b>Beginning net assets</b>	<u>37,545</u>	<u>37,846</u>		
<b>Ending net assets</b>	<u>\$37,846</u>	<u>\$33,046</u>		

\*Var F (U): Variance Favorable (Unfavorable). Favorable variances indicate revenue was greater than prior year or expenditures were less than prior year. Unfavorable variances are the opposite and are indicated by brackets (negative numbers).

**FY05 Actual Compared With FY05 Budget**

	<b>2004-05 Budget</b>	<b>2004-05 Actual</b>	<b>Var. F (U)**</b>	
			<b>\$</b>	<b>%</b>
<b>Revenue</b>				
Member contributions	\$13,808	\$14,205	\$397	2.9%
Interest and dividends	309	392	83	26.9%
<b>Total revenue</b>	<u>14,117</u>	<u>14,597</u>	<u>480</u>	<u>3.4%</u>
<b>Expenditures</b>				
Scholarships	2,655	3,020	(365)	-13.7%
Spring and autumn meetings	6,163	4,955	1,208	19.6%
Newsletters	2,054	2,054	0	0.0%
Board retreat	539	399	140	26.0%
Legal and professional fees	4,774	7,056	(2,282)	-47.8%
Web site	2,125	725	1,400	65.9%
Postage, copying, banking	116	279	(163)	-140.5%
Other expenditures	364	909	(545)	-149.7%
<b>Total expenditures</b>	<u>18,790</u>	<u>19,397</u>	<u>(607)</u>	<u>-3.2%</u>
<b>Surplus (deficit)</b>	<u>(4,673)</u>	<u>(4,800)</u>	<u>(127)</u>	<u>-2.7%</u>

\*\*Var F (U): Variance Favorable (Unfavorable). Favorable variances indicate revenue was greater than budgeted or expenditures were less than budgeted. Unfavorable variances are the opposite and are indicated by brackets (negative numbers).

**Balance Sheet**

	<b>Balances at June 30,</b>	
	<b>2004</b>	<b>2005</b>
<b>Assets</b>		
Cash		
Savings	\$13,867	\$3,295
Checking	<u>8,165</u>	<u>4,726</u>
Total cash	22,032	8,021
UW budget	0	3,284
Certificates of deposit	<u>21,424</u>	<u>21,741</u>
<b>Total Assets</b>	<u>43,456</u>	<u>33,046</u>
<b>Liabilities</b>		
UW budget	<u>5,610</u>	<u>0</u>
<b>Net assets</b>	<u><u>\$37,846</u></u>	<u><u>\$33,046</u></u>

**Notes on significant variances**

- **Member contributions.** PSO's member contributions are difficult to predict. Our low month for contributions was July 2004 with \$1,119.50. The high month was January 2005 with \$1,200.50. In most months contributions were between \$1,160 and \$1,190.
- **Scholarships.** Scholarship activity is unpredictable and has varied widely over the last three years. In 2003, PSO granted 19 scholarships with an average grant of \$210.

In 2004, six scholarships were granted at \$250 each. During fiscal 2005, PSO granted 13 scholarships, averaging \$232 per grant.

- **Spring and autumn meetings.** Last year's costs were considerable, primarily due to additional food charges for the Autumn 2004 meeting (Dr. Emmert's talk). The budget variance is primarily due to over-estimating room and catering charges for both meetings.
- **Newsletters.** One newsletter was produced in 2005. Fiscal 2004's costs include two newsletters as well as production expenditures for the professional staff survey.
- **Board retreat.** At the time our budget was prepared in December 2005, we assumed more costs were due to be incurred for fiscal 2005's retreat.
- **Legal and professional.** PSO incurred \$5,240 in fees for the strategic plan consultant and \$1,816 in legal fees related to the PSO incorporation. Both were underestimated in preparing the 2004-05 budget.
- **Web site.** PSO spent \$725 for web site maintenance, which was much lower than originally estimated. Web design fees were not billed by our designer through June 2005.
- **Postage, banking, copying.** PSO began incurring a \$9 per month charge for wire transfers of membership payroll deductions in the autumn of 2003 (during fiscal year 2004). Fiscal 2005's costs also included \$164 for the PSO flyer.
- **Other expenditures.** This category consists mostly of costs for the strategic planning effort and the performance contract discussion – room rentals and travel vouchers. Routine charges consist primarily of parking permits for board meetings.

### **Scholarships and Grants**

The 2004-05 Scholarships and Grants Committee was comprised of Marianne Kaufmann (Chair), Alicia Palacio, Marilyn Gray, Vincent Lau, Colleen Deal, and Suzanne St Peter. The committee met approximately every quarter with the goal of awarding scholarships to professional staff seeking to advance their professional development. Scholarships may be used for opportunities offered by Training & Development or other organizations, both on and off campus. Scholarships can be used to defer costs for classes, conferences, meetings, and workshops.

Criteria for consideration are:

- Applicant must be a permanent UW professional staff (full-time or part-time) for a minimum of six months at the time of applying
- Applicant must show the relevance of the class/conference to his/her career enhancement
- Financial need must be shown

Applicants submit an original plus 5 copies of the application along with a copy of the published description of the event they will attend. If the training is held during regular work hours, the supervisor's signature is required on the application.

Deadlines for submission are:

- August 5 for Autumn quarter
- December 2 for Winter quarter
- March 4 for Spring quarter
- May 6 for Summer quarter

During 2004-05, scholarships were awarded to the following employees:

<b>Name</b>	<b>Department</b>	<b>Total Expenses</b>	<b>Amount Awarded</b>	<b>Unit Contribution</b>
Robert Carroll	NW AIDS Ed & Training Center	Unknown	\$250	-0-
Leslie Olsen	UWB Writing Center	\$767	\$250	\$517
Kris Freeman	Env & Occ Health Science	\$300	\$150	-0-
Katherine Hall	Env & Occ Health Science	\$1,327	\$250	-0-
Peter Mesling	Biostatistics	\$2,000	\$250	< 25%
Kimberly Knight	UWMC	\$16,750	\$250	-0-
Becky Rosenberg	UWB Writing Center	\$3274	\$250	\$2509
Melissa Eckert	Pediatrics	\$1250	\$250	-0-
Ken Fine	Media Relations	Unknown	\$250	Unknown
Rebecca Bennett	Burke Museum	\$360	\$250	-0-

Two applications were denied, one because financial need was not shown, and the other because the committee felt the employee's supervisor should provide the training requested due to a radical change of the employee's duties.

Throughout the year, the Committee discussed whether or not to require some sort of financial commitment from the employee's unit but did not come to a conclusion. As noted above, more than half of the units did not contribute financially toward this particular request for their employees' professional development. Employees noted on the application that (1) units did not offer this type of training or (2) funds were not available. Additionally, the Committee debated whether or not undergraduate/graduate work falls under what is acceptable career development. In one particular case, the Committee did agree to award a scholarship to an employee enrolled in a graduate program. Next year's committee may wish to revisit this issue and amend the guidelines accordingly.

No grant applications were received during the 2004-05 funding cycle.

## **Legislative**

The Legislative Committee advises the PSO Board on legislative issues affecting professional staff and higher education in general. It coordinates with and receives information from the UW State Relations Office; creates and maintains a PSO legislative "white paper" with identified concerns, goals, and strategies; and coordinates visits with state legislators. Participants have included Nancy Bradshaw, Judith Yarrow, Carrie Perrin, Marilyn Gray, Alicia Palacio and Robert Corbett.

Our main accomplishment this year was creating a flyer describing the PSO and suitable for distribution when staff visit the Legislature or individual legislators. As this year's session was a budget session, the committee focused its efforts on getting more funding for the university. We also determined that the best use of our efforts was to have staff speak to legislators and staff about how funding concerns affect their work at the university personally. Several staff—on their own time—visited representatives in Olympia.

## **Communications**

The responsibility of the Communications Committee is to publish the Organization's newsletter and to maintain the PSO website. Until the revamped site was launched, Katie Swanson served as our webmaster. Colleen Deal was the newsletter editor.

One newsletter was mailed to the membership during the 2004-05 academic year in conjunction with our Autumn quarter meeting.

This year the PSO was able to easily communicate with their members via a more complete e-mail list. After receiving our request for contact information for professional staff throughout the UW system, the Office of Public Records contacted Human Resources to gather this information on our behalf. Prior to this, we were dependent on members signing up on the list serve. We recommend that the PSO should file a request with the Office of Public Records at least once a year.

## **Outreach**

See report under Work Groups – Outreach and Membership Building

## **Nominations - Ad Hoc**

The committee members were Marilyn Gray (Chair), Alicia Palacio, and Mark Schoen.

A notice seeking nominations was sent out to membership via the list serve. This was successful in getting a variety of interested staff members. We had twelve candidates; the first time in several years when we had more candidates than we did positions. The committee decided to hold an open election (not slot candidates into board categories). This allowed the top vote-getters to be elected, no matter what their job category.

Nominees were contacted and asked for ballot statements. After editing, the revised statements were sent back to nominees for approval. Nominees were informed that there were more candidates than spaces, and asked to consider serving in another way if they were not elected.

The ballot was designed on Catalyst, and a notice was sent to the membership when the ballot was opened. It remained open for over a week (1:45 p.m. May 13 to noon on May 23) and a reminder was sent. It was useful to have extended time (especially over a weekend).

Catalyst provides an option whereby the order of the candidates changes for each voter. We used this option to avoid the “vote for the first eight” syndrome. Using an electronic system made the election much more flexible. Since we could work around missed deadlines or unusual situations, we weren’t dependent on an early print schedule. Changes could be made up until the moment the site was opened for voting.

The chair of the committee was the only person with access to the Catalyst site. Several times during voting, the chair gave NetIDs of voters to committee members, and we verified that the voter was a professional staff member. When the voting ended it was fairly easy to confirm which votes were to be eliminated and what the final vote was.

It appears that unless employees use a UW NetID email, we cannot verify their status. We may wish to let voters know that for future use. Also, it is useful for at least one committee member to have access to OPUS, since that is useful in verifying voters.

The plan was to have the top vote-getters receive two-year (full) terms and the next set receive one-year (fill-in) terms. We didn’t realize until voting was over that replacements had to be appointed by the Board. Therefore, we had the Board approve the selection of the one-year term appointments. It actually wasn’t a bad way to go, since we still recruited new members.

A total of 438 ballots were received with 425 of them being cast by eligible voters. Two ballots were cast by classified staff members; 11 ballots were cast by employees whose status could not be verified.

## **Work Groups**

### **Web Site**

The Web Development Working Group consisted of Judith Yarrow (lead) and Suzanne St. Peter.

Redesigning and updating the PSO Web site fell under three organizational priorities in the PSO Strategic Plan: Organizational Development; Communication and Coordination Regarding Human Resource Issues; and Outreach and Membership Building.

The group began working on the Web redesign in October 2004. The group reviewed the old PSO Web site contents and organization and working from that review developed an outline of the content to keep and the new content to add. We categorized all the content

we wanted to include on the new site and using those categories we developed a navigation scheme. The working group interviewed and hired a Web designer, Edgar Hernandez, to design the site and develop several page templates. He produced three design options. We presented the options to the PSO Board, which selected and approved one of them.

We interviewed and hired a Web manager, Kath Wilham, to build the site, populating it with content that the committee supplied to her. (We contracted with both people directly. Both of them work for the UW, but did the PSO work on their own time. We also contracted with Kath to do monthly updates and maintenance on the site.) We used content from the old site and compiled new content to fill in historical information or update committees, and describe PSO's current projects. The new Web site was launched in May 2005.

Expenses included \$300 for the web design and templates and \$725 for the site build-out.

One of the objectives under the priority Communication and Coordination regarding Human Resource Issues (Goal #1) was to have a link on the HR page. Although PSO is linked from the main Administration page (<http://www.washington.edu/admin/>) under organizations, we should explore linking from other HR pages, particularly the professional staff program.

Because web site content and maintenance will be on-going projects, the Board may want to consider moving the PSO web site activities under the umbrella of the Communications Standing Committee.

### **Professional Staff Program Review**

One of the four priorities within the strategic plan is "Communication and Coordination regarding Human Resource Issues," and a major component was a review of the Professional Staff Program. Although there had been discussions periodically in the past couple years between HR representatives and former PSO Chairs/Vice Chairs regarding the program and a need for its review, the emphasis on HR issues within the strategic plan provided the necessary focus. Our charge was to assess the program and identify areas of concern or sections in need of clarification. We began meeting during Autumn quarter, 2004 and drew upon information from e-mails received from members, from professional staff programs across the country, as well as our personal experiences and expertise.

A draft of the group's recommendations was circulated to the Board for their review and approval in March, 2005, and the final version was sent to Patti Carson and her key representatives at the end of that month. We began discussions with Human Resources in May, 2005 and hope to conclude in August, 2005. Final results of the group's discussion with Human Resources will be circulated to all University of Washington professional staff.

The Professional Staff Program Review work group members are Nancy Bradshaw, Work Group Chair; Elizabeth Campbell, Computing and Communications; Ron Eng,

Burke Museum, Geology Division; Rebecca Deardorff, Rules Coordination; Marilyn Gray, Graduate School; Ramona Hensrude, School of Medicine; and Alicia Palacio, PSO Chair, Development and Alumni Relations

For your information, a summary of changes and questions/issues follows this document. A copy of the complete PSO Program is at the following address:

<http://www.washington.edu/admin/hr/pol.proc/prostaff//>

### **Special Events and Programs**

The PSO sponsors two meetings a year, one during Autumn quarter and the other during Spring quarter.

Autumn quarter meeting (November 2, 2004): A three-person committee (Alicia Palacio, Cris Mesling, Nancy Bradshaw) planned and organized the Autumn meeting. Because the Board wanted to secure President Emmert as the speaker, planning began shortly after his appointment was officially announced. Alicia worked with the President's scheduler to identify a date when the President was available. Once the date was secured, the committee looked for available space that could accommodate a group of approximately 250-300. Even though we began our planning process a number of months in advance, the choice of rooms was quite limited. We eventually settled on the West Ballroom in the HUB. The Board agreed to spend considerably more on catering because we knew we would draw a larger crowd than normal. Carrie Perrin prepared a short briefing for the President and escorted him to the meeting location. Shortly before she arrived at his office, the President received some news regarding his father's health, but he nevertheless graciously agreed to speak to the group. After speaking for approximately 20 minutes, he responded to questions from the audience for an additional 15-20 minutes before leaving. Patti Carson filled in for the President once he left and talked to the group about changes taking shape in Human Resources. She and the HR staff who were present took questions from the audience, most of which involved the Fair Labor Standards Act and the resulting re-classification of approximately 200 professional staff members.

Spring quarter meeting (June 1, 2005): Hayley Hillson, former Board member from UW Bothell, took the lead in planning the meeting. Her committee met during Winter quarter and recommended to the full Board that Dr. Randy Kyes, Research Associate Professor in the Department of Psychology, be invited to speak on his experiences in the tsunami-ravaged area of Banda Aceh, Indonesia. The meeting was held in Room 108 HUB and approximately 125 members attended. Dr. Kyes' slide presentation was quite moving, and we received feedback that his talk was well received. The Board approved \$200 for door prizes.

Because the PSO regularly sponsors and organizes two meetings a year, the Board may want to consider making this committee a Standing Committee, rather than maintaining it as a Work Group Committee.

## **Professional Staff Organizational Models**

The 2004-2005 Professional Staff Organizational Models and Best Practices Working Group members were Judith Yarrow (lead), Robert Corbett, Mark Schoen, Alice Stokke, and Ethan Allen.

Researching best practices and models fell under the organizational development priority in the PSO Strategic Plan as part of Goal 1: increase organizational capacity in order to more effectively represent professional staff. The working group reviewed 48 peer universities around the United States selected from the two peer comparison groups used by the University of Washington: the Higher Education Coordinating Board Peer Group (HEC Board Peer Group) and the Office of Financial Management Peer Group (OFM Peer Group). We also included a number of other private and public institutions to expand the range of our comparison options.

For our selection of best practices, we looked specifically for organizations of unrepresented staff, usually but not always professional staff. We were particularly interested in the formal structure of these organizations, their relationship with the university administration—especially formal recognition and inclusion in university decision-making bodies—methods of funding, committee structure, and effectiveness in promoting the well-being of professional staff.

The working group summarized data for five organizations presenting the most promising models and practices (Cornell, University of New Mexico, University of California LA, University of Ohio, University of Louisville) and developed a list of recommendations:

1. Request that Administration provide support for PSO as part of its annual budget.
2. Request that the University administration provide an office for PSO.
3. Request that the University administration provide a part-time support person.
4. Request to have representatives on the Board of Regents and Faculty Senate
5. Request to have PSO representation on key administration committees, such as leadership teams, provost's committees, and other high level, policy-related committees.
6. Request that PSO be included in the University Handbook as a recognized representational organization.
7. Clarify and affirm paid release time for doing PSO work.

The working group presented its findings to the board at the June 2005 board meeting.

## **Outreach and Membership Building**

The Outreach and Membership Building Work Group was formed in fall 2004 to address one of the primary areas of focus identified in the five-year Strategic Plan. Alicia Palacio and Suzanne St Peter were Co-Leads, with Marilyn Gray, Doug Mounce, and Linda Yedlin as group members.

The Work Group met once during the year to review the proposed goals and objectives timeline. A beginning list of focus areas/themes for the Work Group were identified but not decided upon:

- ✓ Serve as a conduit/organizing body for social activities and networking among professional staff
- ✓ Provide members with formal link to HR

Two major activities under the Outreach and Membership Building umbrella occurred in the 2004-05 year:

- ✓ The PSO website was redesigned, launched, and maintenance staff assigned
- ✓ An Events/Program committee was formed, and this committee conducted the Spring 2005 PSO Membership meeting

Per the PSO Strategic Plan, the following Year 1 goals and objectives that were not accomplished need to be reviewed and/or addressed in the coming year:

- ✓ Giveaways
- ✓ Logo development
- ✓ Electronic communication improvement
- ✓ Establish mentoring program task force

## Summary of Changes and Questions/Issues in the PSO Review of the Professional Staff Program

- **Section Numbers** – Adding section numbers within the “Parts” would be very useful.
- **New Section** – Propose adding the following to a new section titled Professional Development:  
The University strongly encourages supervisors to provide release time for professional staff to serve on University Committees and Councils. This will allow another avenue for professional development.

### PART 1

- **Appointment Status** —
  - The “at will” clause should be changed to allow professional staff to attain a “permanent” status, similar to that in effect at other Washington State universities.
  - Better define the term “public policy.”
- **Program Levels** — Clarify the differences between the different levels of professional staff and between the professional staff level 1 and classified staff.
- **Compensation System and Salary Structure** — Review the Professional Staff Program to resolve any inequities the program has incurred as a result of the recent bargaining agreements between the UW and unions for various classified staff.
- **Salary Upgrade** — Correction to text.
- **Excess Compensation** — Clarify OPUS use.
- **Work Hours, Work Schedules** — Redefine professional staff levels 2 and 3 so that part day absences do not require use of leave.

### PART 2

- **Holidays** — Propose providing holiday leave credit with same format for use as that of compensatory time.
- **Insurance Coverage During Family and Medical Leave or Leave Without Pay** — Change as necessary to allow shared leave to be spread 8-hours per month over several months to keep employee benefits.
- **Leave and Leave of Absence/General Information** — Require each unit to develop and distribute leave reporting procedures and include these procedures as necessary documents for Internal Audit departmental reviews.
- **Annual Leave: Accrual and Use/Leave Accrual** — Revise leave accrual at the “9 years and above” level, so that there is no difference between professional staff levels 1 and 2.
- **Payment for Annual Leave** — Clarify or remove outdated sentence in parentheses.
- **Sick Leave: Accrual and Use/Leave Accrual** — Clarify OWLS and form 1648 use.
- **Sick Leave: Accrual and Use/Leave Use** — Change language regarding medical certification for absences of three or more days.
- **Attendance Incentive Program** — Clarify program so that the supervisor cannot deny the employee’s request for sick leave buy out.

- **Disability Leave Allowance** — Correction to text.
- **Discretionary Leave – Recognition for Noteworthy Achievement and Effort** — Give examples or amplify how this might be used.
- **Authorization and Record Keeping** — Correction to text.
- **Discretionary Leave Use** — Correction to text.
- **Family and Medical Leave Act** — Correction to text.
- **Parental Leave** — Correction to text.
- **Professional Leave** — Raise profile of this type of leave with real examples.
- **Agreement to Return** — Correction to text.
- **Report of Leave** — Correction to text.

### PART 3

- **Regular Appointments** — Correction to text.
  - **Reversion Rights to Classified Staff** — Add a statement that counsels employee to check with Benefits regarding retaining or reverting to a former retirement plan.
- Moved **Performance Evaluation** to separate section (new Part 4).  
Moved the **Joint Appointments – Faculty and Professional Staff, Multiple University Appointments, Outside Consulting and Employment, and Conflict of Interest** sections to Part 3 on **Employment Process** as types of appointments.
- **Joint Appointments – Faculty and Professional Staff** — Make sure this is working in conjunction with the Faculty Code.

### PART 4

- **Performance Evaluation** —
  - Clarify 12-month period used in performance evaluations.
  - Bring employee into discussion concerning the type of performance evaluation form to use and whether or not to use the feedback solicitation form and with whom.
  - To avoid later misunderstandings from a verbal conversation, require a brief written statement from both supervisor and employee on what the conversation consisted of on the Professional Staff Performance Evaluation Conversational Approach form.
- **Professional Staff Performance Evaluation Conversational Approach** — Modify form to include fields for supervisor and employee to provide brief summary statements regarding the conversation as well as signature fields for both.

### PART 5

Moved **Ending Employment** to a separate section (new Part 6) to provide greater visibility and to break the perception that the **Complaint Procedure** and the **Ending Employment** section necessarily belong together.

- Add section on **Conflict Resolution Process** to provide information on mediation as a potential way of avoiding the **Formal Complaint Process**.
- Change the **Submission** section header to **Formal Complaint Process**.

- **Formal Complaint Process** —
  - Change 15 to 10 business days (and be consistent throughout entire complaint process), so that a two-week termination notice is addressed before the employee's last day.
  - Correction to text.
- Change the **Supervisor Review** section header to **Supervisor Response**.
- Add section on the **Appeals Board** and add **Appendix F** detailing the appointing authority, membership, membership term, charge, reprisal, and action of the Appeals Board.
- Change the **Vice President or Dean Review** and **President Review** sections to a single **Final Review** section, so that these do not appear to be two separate steps in the complaint process.
- **Final Review** — What constitutes a judicial review and who would/wouldn't be eligible?

## **PART 6**

- **Layoff – Reduction In Force** —
  - Change to encourage more than 30 days notice if possible.
  - Add to Appendix E a notice regarding reversion rights for former classified staff.
- **Corrective Action and Termination of Employment** —
  - Provide a minimum of two weeks notice and/or pay when terminating employment.
  - Require supervisors to provide a written explanation for terminations.

## **APPENDICES**

- **Appendix B** — Refer to **Appendix B** in the body of the Program (it isn't cited currently) most likely in the **Statutory Authorization** section and update the reference from the rescinded Executive Order to Administrative Policy Statement 42.1
- **Appendix C** — Provide more information on how starting salaries are determined from the salary grade structure, how adjustments are made for inflation and market salary gaps, etc.
- **Appendix E** — Add statement notifying former classified staff of potential reversion rights.
- **Appendix F** — Add new appendix on the Appeals Board.