LTE Collaboration Group: Creating Campus-wide Policy

A Best Practice / Case Study

► Process Improved:
Various stakeholder groups (employees, management, labor unions, etc.) with diverse viewpoints were brought together to address the utilization of Limited Term Employees on campus. The group’s recommendations were used to develop the UW-Madison Limited Term Employment (LTE) Policy. This poster will outline the collaborative process taken to develop the LTE Policy.

► Unit:
Vice Chancellor for Administration brought together representatives from campus labor organizations, student government, LTE workforce, large academic schools/colleges, and administrator’s groups to form the LTE Collaboration Group.

► Problem/Opportunity Statement:
UW-Madison utilizes a variety of employment categories to achieve its mission. One of the categories relied upon for short-term, temporary work is Limited Term Employment (LTE). The basic intent of LTE appointments is to give the campus the ability to hire short-term employees to carry out sporadic work. Over the years, the campus has found itself drifting from this basic intent due to pressures to reduce permanent positions.

Issues have also arisen regarding LTEs not being paid a “Living Wage” for the work being performed. This has become a concern when LTEs have been performing most of the same activities as the permanent workforce yet are often paid less. Many within the campus community have advocated that all workers relying on LTE employment as their primary source of income be paid the “Living Wage” as defined by the City of Madison (110% of the poverty rate for a family of four).

► Customers of the Process and Their Needs:
Stakeholders
• Limited Term Employees
• Students
• Labor Union Representatives
• Human Resources
• Management

Concerns
• Living Wage
• Use of LTEs
  ▪ Performing Permanent Functions
  ▪ Long-term Limited Term Employees
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- Benefits, i.e., Retirement, Transfer/Promotion, Sick Leave, Vacation
- Legislative Control Of FTEs
- Inflexible Funding

► Changes Made:
To address these issues, the campus convened a group of individuals representing various perspectives to study the campus use of LTE appointments and develop recommendations. This LTE Collaboration Group was made up of representatives from campus labor organizations, student government, LTE workforce, large academic schools/colleges, and administrator's groups. After meeting weekly over a three month period, the Group reached consensus on many issues related to the use of LTE appointments and subsequently made recommendations to campus administration.

► Results:
UW-Madison Limited Term Employment Policy implemented on October 3, 2006.

- Wages for LTE Appointments will be at or above the Living Wage effective July 2007. The living wage is defined by the City of Madison as 110% of Federal Poverty Rate for a family of four, currently $10.58/hour.

- UW-Madison will convert LTE positions to permanent FTE through the following three pronged approach:
  - For LTE positions funded by sources allowing for the campus creation of FTE, UW-Madison will convert 95% of all inappropriate LTE appointments over a 6 year period.
  - Where creation of FTE for the LTE conversion is controlled by the State (i.e., Legislature and/or Governor), UW-Madison will pursue conversion of at least 20% of the remaining inappropriate LTEs each biennial budget process until the problem is corrected.
  - LTE position conversion will be a top priority for the campus stakeholders. Stakeholders will develop a coordinated strategy for approaching the Governor and Legislature to pursue additional position conversions.

- LTE Appointments will only be utilized for the following two types of functions:
  - Irregular Functions – Functions are needed during “peak” demand, have a defined beginning and end point, are utilized for internships, provide employment for individuals in special needs programs or cover for vacancies during recruitment/employee absence.
  - Seasonal Functions – Functions are time limited (e.g., growing season) and are recurring.

- LTE Clearinghouse - This entity will serve as a place Limited Term Employees can make contact and discuss their issues.
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- LTE Employees Appointed to Permanent Positions - Strategies will be pursued within the current civil service process to improve the opportunity for LTEs to compete for and be appointed to permanent positions. This will include educating on how to pursue permanent positions.

► Lessons Learned:
When undertaking campus-wide policy development on a controversial topic, it is critical to have the committed involvement of leaders at many levels. On a large campus and within a culture of participation, the review process is essential in creating a policy that can be instituted and adhered to.

- Determined, Shared Leadership - Campus convened a group of individuals representing various perspectives to form the LTE Collaboration Group:
  - Vice Chancellor for Administration, Darrell Bazzell
  - LTEs
  - Union Representatives
  - Human Resources
  - Students

- Careful Attention to Process - The group enlisted the help of a professional facilitator who used tools such as Dynamic Facilitation and Mutual Gains Approach to Negotiation to capture the emerging consensus of the group.

- Thorough Public Review - The LTE Collaboration Group created a recommendations document, which was used to help create a draft policy. The draft policy was shared with the campus community, including critical governance, management, and stakeholder groups. University Communications also shared the LTE policy with a wider audience via campus newspapers, Madison media outlets, and national wire services.

► Next Steps:
LTE Advisory Committee was created to assist in monitoring compliance with the new LTE Policy. The committee will be responsible for monitoring, along with Administration, the progress campus is having converting positions and raising wages to the Living Wage and recommend changes if needed. Make-up of the committee includes labor unions, students, LTEs, management, etc.

► Contacts:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Darrell Bazzell</td>
<td>VC for Administration &amp; Chair of Group</td>
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<tr>
<td>Douglas Beard</td>
<td>Associate Athletic Director, Administration</td>
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<td>John Bruning</td>
<td>Associated Students of Madison</td>
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<td>Mary Cyznszak-Lyne</td>
<td>WSEU - Local 2412 Vice President</td>
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<td>Mary Beth Ellis</td>
<td>Chair, Council for Non-Rep. Classified Staff</td>
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<td>Paul Evans</td>
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<td>Alan Fish</td>
<td>Associate Vice Chancellor, FP&amp;M</td>
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<td>Molly Glasgow</td>
<td>Associated Students of Madison</td>
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Randy Hubatch  Custodian Lead – LTE Wisconsin Union
Mike Imbrogno  WSEU - Local 171 Steward
Frank Kooistra  Associate Dean, College of Ag. & Life Sciences
Ashok Kumar  Associated Students of Madison
Pennie Maclean  Associate Dean, School of Education
Maggie Merdler  WSEU - Field Representative
Hope Merlin  University Services Associate - LTE – Housing
Mark Walters  Director, Classified Human Resources

Include text, pictures, graphic and any helpful background information from the project.

UW-Madison Limited Term Employment Policy – October 3, 2006

Keys for Campus-Wide Policy Creation: UW-Madison’s Limited Term Employee Policy Case Study – Darin Harris