



## **Limited Term Employment (LTE) Advisory Committee Status Report March 1, 2009**

### **Executive Summary**

The major work of the Limited Term Employment (LTE) Advisory Committee in 2008 was to review LTE utilization and monitor usage as compared to the baseline established in 2006. At this point, the Advisory Committee feels the policy has been effective in highlighting the LTE issue and believes that many divisions have made an effort to comply, as evidenced by the overall decrease in the number of LTE appointments. Although difficult to identify specific reasons for this decrease, anecdotal evidence suggests this is a result of a desire to comply with the policy, given the increased scrutiny of all LTE positions at the campus level, as well as the revised definition of the 'student employee' classification (prior to 2007 any student not enrolled at UW-Madison was required to be hired as an LTE. The policy was revised to allow a student attending any university or technical college to be employed under the student classification.)

In addition to monitoring LTE usage, the Committee reviewed rates of pay to ensure LTEs received the living wage as required by the policy. This is clearly a success since approximately 89% of LTEs were paid at or above the living wage of \$10.92. It should be noted that as recognized in the policy this number will never reach 100% because of exemptions to address special conditions for some employees.

We will continue to aggressively monitor utilization in the upcoming year. In reviewing the work of the past year, the Committee believes that additional discussions with academic units about the application of the policy is warranted in 2009. The Committee feels strongly that the most critical issue for the success of this program is to obtain additional FTEs from the Legislature so conversion to permanent positions can be accomplished within the next 10 years. A significant impact will be made if the 09-11 budget request for conversion of 100 LTE positions at UW-Athletics is approved by the Legislature.

### **Background**

In 2006, campus convened a group of individuals representing various perspectives to study the campus use of LTE appointments. The recommendations developed by the LTE Collaboration Group were accepted by campus administration and developed into the UW Madison Limited Term Employment Policy effective October 3, 2006. The purpose of the policy is to use Limited Term Employment appropriately across campus and ensure employees in LTE appointments are treated in an equitable manner. The policy created a

Limited Term Employment Advisory Committee in 2007 to monitor adherence to the provisions of the policy and to advise administration on the effectiveness of both the policy and the conversion process.

<http://www.oqi.wisc.edu/Showcase/Portals/0/55.LTE%20Policy%20addition.pdf>

In general, campus made good early strides to implement this new policy. The major hurdle is to acquire additional FTEs where the University does not have the ability to create its own, specifically for funds 101,120 and 528. To acquire additional positions the campus administration and labor unions along with legislative liaisons will incorporate requests for FTE positions into biennial budget requests. Legislative approval of these requests would allow schools/colleges/divisions to proceed with converting LTE positions to permanent positions.

Purpose of the Committee: Established to advise campus administration on issues related to LTE utilization. The Committee has the following responsibilities:

- A. Monitor the utilization of LTE appointments on campus and determine if units are effectively adhering to the policy.
- B. Track the conversion of LTE positions as identified in the initial policy implementation.
- C. Listen to and/or review issues regarding LTE utilization via the Clearinghouse or by having discussions with individuals/organizations.
- D. Report and recommend changes, if necessary, to campus administration related to the effectiveness of the policy and conversion process. This would include advising on possible corrective action for specific employing units where issues are identified.

Reporting requirement: The Committee will provide an annual report to the Chancellor detailing successes and challenges of both the LTE policy and conversion process.

Membership: The Committee includes representatives from a variety of stakeholder groups including labor unions, individuals in LTE positions, governance groups, human resources representatives, other employment group staff and campus administration. Representatives from Classified Human Resources (CHR) serve as ex officio members.

Membership 2008

<b>Member Organizations</b>	<b>Individual Selected</b>	
Academic Staff Executive Committee (ASEC)	Marcia Jezwinski	
AFT-Wisconsin	Mary Larscheid	
Associated Students of Madison (ASM)	Eric Hoyt	
Council for Non-represented Classified Staff (CNCS)	Mary Beth Ellis	
Employee in Limited Term Employment	David Drake	
University Committee (UC)	Richard Straub	

UW Human Resources Manager	Nancy Graff Schultz	
UW Human Resources Manager	Meghan Owens	
UW Management	Hank Walter	
UW Management	Dorothy Steele	
WSEU Local 171	Mike Imbrogno	
WSEU Local 2412	Mary Czyszczak-Lyne	
Classified Human Resources- Ex Officio (CHR)	Mark Walters	Director
The following provided support services to the Committee as needed:		
Office of Quality Improvement	Darin Harris	Facilitator when requested
Cultural Linguistic Services	Carmen Romero Jzong Thao	Spanish Translator Hmong Translator
Classified Human Resources	Linda Kirner	LTE Education
Employee Assistance Office	Christine Willard- Waldo	LTE Clearinghouse Intake

Meeting Schedule: Quarterly

Operating Framework: The Committee is governed by the Open Meetings Law. Meetings are announced in Wisconsin Week. A period for public comment is included on each agenda. Decisions are made by consensus.

Convener: Nancy Graff Schultz, January 2008 thru March 08  
Mary Czyszczak-Lyne, April 08 thru December 08

Recorder: Dorothy Steele

### **Focus for 2008 for LTE Advisory Committee**

- Continue to support stakeholders as they develop a coordinated strategy for approaching the governor and legislature to pursue additional FTEs.
- Continue to monitor progress on conversions.
- Serve as a resource for units as they continue to convert positions.
- Continue to monitor use of the LTE Clearinghouse.
- Continue to provide information and training for LTEs on how to apply for permanent positions.
- Continue to monitor living wage status.
- Meet quarterly 3/13/08, 6/12/08, 9/11/08, 12/11/08.
- Select a new convener and recorder.
- Maintain representation from all groups.
- Explore posting the Committee's annual report and minutes on the Vice Chancellor for Administration's website to improve access to information.

### **Accomplishments of LTE Advisory Committee and Campus Units**

The Committee spent a significant amount of time analyzing data pulled from the Classified Human Resources Information System (CHRIS) and comparing it to the baseline data created in 2007. Results are summarized below:

- Of the remaining 288 positions identified for planned conversions, a total of 12 new FTE positions were created in 2008. Since the policy was implemented in October of 2006 a total of 50 LTE position have been converted, creating the equivalent of 36.4 new FTE positions. UW-Madison has the ability to create/allocate FTE for only 48 of the remaining 288 positions.
- The number of LTE positions identified for LTE conversion dropped from 366 on September 29, 2007 to 288 as of December 3, 2008. The number of irregular positions dropped from 982 to 882 over the same time period. There was a slight increase in seasonal from 319 to 345.
- The total number of LTEs has decreased from 1,667 on September 29, 2007 to 1,515 as of December 3, 2008.
- As of December 3, 2008 1,462 LTEs were at or above the living wage of \$10.92. An additional 53 LTEs remain below the living wage which is consistent with the policy's exemption for employees with special needs. (e.g. Goodwill workers, retired annuitants)
- Although the decrease in numbers of LTEs appears to be a positive result of the policy, the Committee identified a number of issues which will require additional review in 2009. Several committee members generated and reviewed reports of randomly selected LTE appointments within each Division. The reports, discussed at the September 11, 2008 meeting, raised the following issues:
  - Justifications for LTE positions in the June 2008 snapshot are often the same justifications provided in June 2006 i.e. LTE filling in for person on leave.

- Certain non-101 positions are not identified for conversion although funding type suggests conversion would be possible.
- Hours worked exceeds the limit of 1044 hours or multiple LTE positions are held by one person.
- Justification is lacking for some positions and/or individuals have been in LTE position for multiple years even though relatively few hours are worked.

The Committee felt it lacked a full understanding of the challenges individual units face in implementing the policy and were therefore reluctant to reach conclusions about these issues at this time. Additional discussions in 2009 with academic and administrative units will be held to resolve these issues.

- Representatives from Wisconsin Union Hoofers met with the Committee to discuss challenges presented by the LTE policy. The discussion raised the issue of whether the policy allows for exemptions. The policy does not specifically include a process for requesting an exemption or who would appropriately hear such requests. The Committee does not believe it has the authority, or is the proper body, to address the issue of policy exemptions. The Committee intends to request clarification from the Vice Chancellor of Administration about this issue.
- An important goal of the policy was to provide a mechanism for qualified LTEs to compete and be hired for FTE positions as they became available. Although difficult to track this movement, anecdotal reports suggest this is happening. Campus HR Managers and training programs have assisted with this effort. The Classified Human Resources and Cultural Linguistic Services continued to assist employing units with one-on-one training for LTEs on how to apply for a permanent state job. Brochure materials in English, Hmong and Spanish were distributed at the Office of Human Resources front reception desk. Approximately 40 people were provided with additional information regarding recruitment processes. The brochures were also shared with applicants at recruitment fairs. Classified Human Resources along with the Cultural Linguistic Services provided training in Spanish at the “Latina/Latino Summit 2008” on October 30, 2008. Approximately 10 current UW LTEs attended and took information to share with co-workers who were unable to attend.
- The LTE Clearinghouse was established in October 2006 within the Office of Employee Assistance. The Clearinghouse received a total of 2 calls from August 2007 to December 2008. Calls were referred to the appropriate university office for resolution. Continuing outreach methods ensure LTEs are aware of the LTE Clearinghouse.
- Several people rotated off the Committee due to retirements or job changes. New members were welcomed to the Committee and provided with a review of the policy and the history that led to its development. This created a shared understanding of the intent of the policy, and the associated definitions and processes.
- Classified Human Resources continued to use the Classified Human Resources Information System (CHRIS) to monitor and report on justifications for LTE

appointments. New LTE appointments must be identified as irregular, seasonal, conversion or other.

- Continued to explore the possibility of waiving WSEU contractual transfer language. WSEU does not currently support this proposal but would be willing to participate in further discussions.

### **Focus for 2009 for the LTE Advisory Committee**

- Engage in discussion with schools/colleges/divisions to better understand plans for conversion as well as the challenges or obstacles units face in implementing this policy.
- Continue to support stakeholders as they develop a coordinated strategy for approaching the governor and legislature to pursue additional FTEs.
- Continue to monitor progress on conversions.
- Serve as a resource for units as they continue to convert positions.
- Continue to monitor use of the LTE Clearinghouse.
- Continue to provide information and training for LTEs on how to apply for permanent positions.
- Continue to monitor living wage status.
- Meet bimonthly 2/12/09, 4/9/09, 6/11/09 for the first half of the year.
- Maintain representation from all groups.
- Continue posting the Committee's annual report on the Vice Chancellor for Administration's website to improve access to information.
- Encourage regular participation of a representative LTE on committee.
- Expand representation to include a Human Resources representative of the School of Medicine and Public Health.
- Actively work with Academic units to address LTE usage within their Divisions.
- Meet annually with the Vice Chancellor for Administration to review progress and issues that arise during the year. Clarify whether an 'exemption process' is required.

The Committee would like to thank those that served on the LTE Advisory Committee and those who supported us throughout the year.

- Attached to this report are charts which graphically illustrate progress made by the units. Also attached is an example of the brochure and training materials developed for staff currently in LTE positions.