



October 3, 2006

To: Campus Community

From: John Wiley, Chancellor

RE: Classified Limited Term Employment (LTE) on UW-Madison Campus

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).

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.

Campus administration has embraced the LTE Collaboration Group's recommendations and has created a new campus-wide policy on LTE utilization (see attached). A summary of the main points of the policy are as follows.

- ***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.

- ***Wages for LTE Appointments will be at or Above the Living Wage***
 - Defined by the City of Madison as 110% of **Federal Poverty Rate** for a family of four (currently **\$10.23/hour**).
 - Exceptions to paying less than Living Wage include employees with special needs or are retired (don't adversely affect benefits).

- **LTE Advisory Committee Created to Assist in Monitoring Compliance with New Policy**
 - Committee would track progress and recommend changes if needed
 - Make-up of the committee includes labor, students, LTEs , management, etc.

The implementation of the new policy will prevent the inappropriate use of future LTE appointments. However, the campus will need to address LTE appointments currently outside of the provisions of the new policy.

The following strategies will be implemented to rectify the LTE situations that don't currently comply with the new policy.

- ❖ **Conversions** – 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 (labor, students, management, etc.). Stakeholders will develop a coordinated strategy for approaching the Governor and Legislature to pursue additional position conversions (i.e., FTE).

* It is understood the campus will convert positions more quickly if FTE authority and sufficient fiscal resources currently exist.

- ❖ **Living Wage** – UW-Madison will be moving current LTE salaries to at least the Living Wage as defined by the City of Madison by July of 2007.
- ❖ **LTE Advisory Committee Involvement** – Committee will be responsible for monitoring, along with administration, the progress campus is having converting positions and raising wages to the Living Wage.
- ❖ **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.

Baselines will be established for current LTE positions (including identifying the functional types) so conversion tracking can occur. Campus divisions will develop a plan for the LTE positions identified for conversion that will continually be updated and provided annually to the LTE Advisory Committee. This data will be used to determine how well UW-Madison is achieving the stated goals.

UW-Madison is committed to only using LTE appointments when appropriate. We expect the campus divisions to embrace the attached policy and adhere to it. Divisions need to make sure hiring managers are educated on the policy provisions and clearly understand the campus commitment.

If you have questions, please contact your HR Representative within your division.



UW-Madison Limited Term Employment (LTE) Policy

Effective: October 3, 2006

Purpose:

To utilize Limited Term Employment (LTE) appropriately across campus and ensure employees in LTE appointments are treated in an equitable manner.

General Policy:

- It is the policy of the University of Wisconsin-Madison that LTE appointments will only be used for **Irregular** and **Seasonal** employment activities.
- Employees in LTE appointments will be **paid at least the Living Wage** as defined by the City of Madison (110% of the Federal Poverty Rate for a family of four).
- **LTE Advisory Committee** will be created to advise administration on the campus adherence to the provisions within the policy.
- This **policy will supplement** the statutory and administrative rules governing LTE appointments.

Policy & Procedures:

- I. **Limited Term Employment (LTE) Categories**- UW-Madison will only utilize the following functional categories when an LTE appointment is created.
 - a. **Irregular LTE Functions** – Activities involve work that is temporary in nature and does not allow for the creation of a permanent position. Sub-categories of this include:
 - i. *Defined beginning and end point* – This would include an LTE: filling in while a permanent position is being filled or an employee is on leave; working on a short term project, continuing in a student function after graduation or semester hiatus with intent to return; or performing student work because position can't be filled due to student recruitment problems. For these situations where the LTE is filling in for permanent/student function, divisions can only have the LTE position for up to two years (individual appointments limited to 1,043 annually).
 - ii. *Peak Demand* – Activities include staffing sporadic events in which many individuals are needed to accomplish tasks in a short period of time. Examples may include crowd control functions at football games, lunch coverage for food service operations, or ushers at theatre events. LTE appointment would not be appropriate in this category if functions can be stacked to create permanent positions within the division.
 - iii. *Special Employment* – LTE would perform functions for the campus that are part of curriculum for their education or own self-development. This would include internships and special community programs.

- b. **Seasonal LTE Functions** – Activities are associated with a time of year or events that are time limited. Often this is full time work (at least 40 hours a week) that is needed less than half the year. In these situations, it would not be feasible to create a permanent position or be possible to consolidate multiple positions into a permanent position. Examples of these functions would include assisting in the growing season or participating in an annual laboratory activity.

These LTE functional categories will be identified in the Classified Human Resources Information System (CHRIS). Divisions will need to identify the appropriate category in CHRIS along with providing a justification when submitting an LTE transaction. Divisional human resources' offices along with Classified Human Resources (CHR) will ensure these requests are appropriate based on the above categories.

- II. **Limited Term Employment (LTE) Compensation** - UW-Madison requires divisions to pay employees within LTE appointments at least the **Living Wage** as defined by the City of Madison (110% of the Federal Poverty Rate for a family of four). The following will be the only exceptions to this mandate:
 - a. *Special Employment* – LTE employees participating in special employment programs (e.g., Goodwill Industries, Yahara House, etc.)
 - b. *Retired Individuals* – LTE employee indicates a higher rate of pay will adversely affect their retirement benefits.
 - c. *Minimum Pay Scale* – The campus cannot reach the Living Wage if the permanent minimum for the title being utilized is below Living Wage. If this scenario occurs, the division will pay the LTE the minimum of the pay range.
- III. **LTE Advisory Committee** – Committee will be established to *advise* campus administration on issues related to LTE utilization. The Committee will have 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 (see below) 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 divisions where issues are identified

The make-up of the LTE Advisory Committee will include proportionally distributed stakeholders from a variety of perspectives including labor unions, individuals in LTE positions, student groups, Council for Non-represented Classified Staff (CNCS), human resources representatives, other employment group staff, and campus administration. Appointments to the committee will be made by the constituent group the individual represents if applicable. An individual from Classified Human Resources (CHR) will serve as an ex-officio to the Committee and be responsible for providing information on campus LTE utilization.

It is expected the Committee will provide an annual report to the Chancellor detailing successes and failures of both the LTE policy and conversion process. Other deliverables will be determined by the Committee members.

IV. ***LTE Complaint and Education Process*** – Resources will be available for employees in LTE appointments to address concerns and learn about other employment options on campus. These resources will be as follows:

- a. *LTE Clearinghouse* – This entity will be managed by the Employee Assistance Office (EAO) and will serve as a place LTE employees can make contact and discuss their issues. Staff from EAO will assess situations, make contacts with the work units to possibly resolve the issue(s), and/or make appropriate referrals to other campus resources (e.g., Office of Equity and Diversity, Classified Human Resources, etc.). Anonymous Clearinghouse intake information and demographic data will be reported to the LTE Advisory Committee. The telephone number for the LTE Clearinghouse is (608) 265-8460.
- b. *LTE Education* – Campus educational resources (e.g., training, handouts, etc.) will be developed and implemented for LTE employees. These resources will focus on providing information on how to compete for permanent positions and the benefits of permanent positions vs. LTE positions. The Office of Human Resource Development (OHRD) will help develop the training modules by working with CHR and delegates from the LTE Advisory Committee.

This policy will ensure UW-Madison is only utilizing LTE appointments as originally intended. Classified Human Resources will provide guidance and oversight on LTE issues as they arise and work with the LTE Advisory Committee as needed.

The provisions of this policy are intended to supplement, not replace the LTE requirements identified in *Wisconsin Administrative Code* and Chapter 224 of the *Wisconsin Human Resources Handbook*.

If there are questions about this policy, individuals should contact their unit's HR Representative.