HUMAN RESOURCES & PAYROLL

JULY 1, 2008 – JUNE 30, 2009

ANNUAL REPORT
# Table of Contents

Message from the CHRO .......................................................................................................... 3
Overview................................................................................................................................... 4
Classification & Compensation .............................................................................................. 5
Training & Development ......................................................................................................... 9
Work/Life ............................................................................................................................. 15
Payroll/HRIS ...................................................................................................................... 20
Employment.......................................................................................................................... 23
Benefits & Absence Management ......................................................................................... 26
Employee Relations............................................................................................................... 31
The NEW Center .................................................................................................................. 34
Customer Service Center ................................................................................................. 35
Accomplishments ............................................................................................................... 36
Appendices............................................................................................................................ 37
Message from the CHRO

I am pleased to present the fourth annual report of the Human Resources & Payroll Department. Life at Mason is exciting and this past year was no exception. The Human Resources & Payroll staff continues to work very hard to respond to and grow with our ever-changing university.

Mason continues to grow physically as witnessed by the many construction projects on every campus. And while these projects can be stressors in the day-to-day work of the university, they symbolize a vibrant, growing, innovative institution. Faculty, staff, and students have demonstrated a remarkable resiliency when it comes to managing change. In addition to the physical growth of the university, Mason is also growing organizationally as the university continues to evolve and expand into new areas. And it’s Mason’s dynamic faculty, staff, and students who lead the way.

This past year has demonstrated that change can also come from outside the university. Mason administration, faculty, staff, and students have responded cohesively to the difficult economic times in which we find ourselves. The university has strived to maintain open channels of communication and provide everyone at Mason with an opportunity to share ideas on how to weather the economic storm around us.

HR & Payroll remains dedicated to our mission of providing support and guidance to our faculty and staff both through these difficult economic times and throughout the life cycle of their careers at the university. The Mason community energizes us all and encourages us to be our best selves. Supporting each other is the hallmark of what makes Mason a great place to learn and work.

As always, we cannot do what we do without the support and collaboration of so many partners at Mason and my deepest thanks go out to all of you. I would especially like to thank the Mason administration, our HR liaisons, our Wellness by Mason Ambassadors, the Office of University Counsel, the Office of Equity and Diversity Services, the Office of the Provost, University Life, the Office of Environmental Health & Safety, and our interns as well as the many others who provide us with information, data, and essential support to help us serve the Mason community.

Linda H. Harber
December 2009
Overview

Human Resources & Payroll supports the life cycle of faculty and staff at Mason. From onboarding to retirement, HR & Payroll assists faculty and staff with timely information, resources, and guidance to ensure that Mason employees have the tools they need to have a life in balance at Mason.

Additionally, we continue to manage a wealth of data behind the scenes. Maintaining both data accuracy and security is a key responsibility of HR & Payroll and one we take very seriously. Our continual reexamination of business processes and additional audit procedures have resulted in improved accuracy and timeliness in payroll processing, and the automation and streamlining of a range of HR & Payroll processes.

This past year has been an exciting one for Human Resources & Payroll. Our highlights included:

- the new Administrative/Professional faculty orientation
- the new Customer Service Certificate program
- leadership development initiatives
- the launch of the Wellness by Mason initiative
- expansion and promotion of flexible work options
- retirement transition programs and Retirement Connection expansion
- recognition of Mason by the AARP, The Chronicle of Higher Education, and the American Heart Association
- improved tax payment processing

New programs, policies, and initiatives would never be possible without our university partners. This past year we were privileged to work with a number of university colleagues including:

- the Industrial & Organizational Psychology department on a continuing employee retention study and the triennial Quality of Worklife Survey
- Intercollegiate Athletics on our first Retirement Connection event
- the Office of the Provost, Finance, Registrar and Financial Aid on graduate student health insurance
- the College of Health & Human Services on our life planning and eldercare services program
- Facilities Management on Masonvale
- Dr. Jaime Lester, a faculty member in the Higher Education Program on the topic of workplace bullying

We encourage Mason students to partner with us as well. We continue to have intern/volunteers who provide indispensable assistance to our HR & Payroll team. Mason students play an invaluable role in HR, training, work/life, and in our office administration.

We welcome input and suggestions from the Mason community on how we can best be of service to you. Your insights and observations are of great value to us as we move ahead. The future of Mason is directly tied to the caliber of its faculty, staff, and students. We consider ourselves most fortunate to work with such a talented, enthusiastic, and engaged group. Thank you for all you do.
Classification & Compensation
http://hr.gmu.edu/class-n-comp

The Classification and Compensation team has several areas of responsibility. We provide information and guidance to university managers on compensation policy and procedures including supporting the work of the Salary Review Committee. An important function is maintaining awareness of new developments in Federal and State laws and ensuring the university complies with changes such as the increases in minimum wage.

In conjunction with Training and Employee Relations, we assist departments in job design, organizational structure and managing the resulting changes. Changes in work assignments or job design can also involve reclassification of positions and/or salary changes.

We monitor internal and external salary movement and respond to numerous salary surveys. Our Data Analyst helps ensure that Banner HR data is correct so that survey responses by Human Resources & Payroll and other university departments are accurate and reflect our workforce.

Through workforce analysis, we provide data and analysis on turnover, retirement and salary trends to support development of new initiatives to recruit and retain high quality faculty and staff.

Other initiatives and achievements in Classification & Compensation for the past year include:

A. Responding to Budget Issues
This year the state budget situation and the required budget reductions presented many challenges to Mason’s departments. To assist managers and supervisors, we developed a Tough Times Toolkit, a compilation of various options and tools to help retain current employees. Approximately 10 departments needed more in-depth assistance including reorganizing positions, eliminating programs and addressing the impact these changes had upon the department and its employees. Mason is fortunate to have had very few layoffs and most employees found positions elsewhere in the University.

B. Salary Review Committee Activity
The Salary Review Committee reviews pay increases greater than 10% or $10,000 for non-wage staff and greater than 25% for wage staff. The Classification & Compensation team provides staff support to the committee. In FY09, 63 salary increase proposals were reviewed down 44% from FY08; 99% were approved.
### Salary Review Committee

<table>
<thead>
<tr>
<th></th>
<th>By Executive Level</th>
<th>By Employee Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY08</td>
<td>FY09</td>
</tr>
<tr>
<td>Executive &amp; Finance</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>ITU</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Provost</td>
<td>80</td>
<td>55</td>
</tr>
<tr>
<td>University Development</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>University Relations</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>University Life</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>112</td>
<td>63</td>
</tr>
</tbody>
</table>

### C. Turnover Rates/Separations

Reducing the turnover rate for classified employees is a priority for the university. In FY08, the turnover rate for Mason's classified staff was 17.5% compared to the overall State turnover rate of 11.0%.\(^2\)

In FY09 the turnover rate for classified employees dropped significantly to 9.5%. This change can be attributed to the slowing of the economy. The chart below shows the turnover rates for all benefited employees over the past three years.

<table>
<thead>
<tr>
<th>Turnover Rate</th>
<th>Classified</th>
<th>Administrative/ Professional Faculty</th>
<th>Instructional Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2007</td>
<td>17.5%</td>
<td>15.8%</td>
<td>11.3%</td>
</tr>
<tr>
<td>FY 2008</td>
<td>17.5%</td>
<td>14.5%</td>
<td>9.6%</td>
</tr>
<tr>
<td>FY 2009</td>
<td>9.5%</td>
<td>9.4%</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

As of July 2009, employee statistics show that the average age of classified employees is 42 years, compared to 49 years for instructional faculty and 46 years for administrative/professional faculty. This same data shows that, on average, classified employees have slightly fewer years of service compared to the other two groups.

<table>
<thead>
<tr>
<th>Number of Employees as of 7/09</th>
<th>Classified</th>
<th>Administrative/ Professional Faculty</th>
<th>Instructional Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Age</td>
<td>42</td>
<td>46</td>
<td>49</td>
</tr>
<tr>
<td>Average Years of Service</td>
<td>7.1</td>
<td>7.8</td>
<td>9.8</td>
</tr>
</tbody>
</table>

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1. In FY08 University Development and University Relations were combined. The total was 11.
D. Performance Management

Last fall, the Compensation & Classification team processed a total of 1,701 performance evaluations for administrative/professional faculty and classified employees. This is a 1.7% decrease from the previous year. 98% of classified employees were rated as solid achievers or higher by their supervisors. 99% of administrative/professional faculty were rated as demonstrating the ability to fully meet the standards of the university. The chart below shows the evaluation rates for the past three years.

<table>
<thead>
<tr>
<th>Summary of Classified Evaluation Data</th>
</tr>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Rating</td>
</tr>
<tr>
<td>Extraordinary Achiever</td>
</tr>
<tr>
<td>High Achiever</td>
</tr>
<tr>
<td>Solid Achiever</td>
</tr>
<tr>
<td>Fair Performer</td>
</tr>
<tr>
<td>Unsatisfactory Performer</td>
</tr>
<tr>
<td>Total # Rated</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Administrative/Professional Faculty Evaluation Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Rating</td>
</tr>
<tr>
<td>Generally Superior</td>
</tr>
<tr>
<td>Fully Meets Standards</td>
</tr>
<tr>
<td>Demonstrates room for growth and improvement</td>
</tr>
<tr>
<td>Unsatisfactory Performance</td>
</tr>
<tr>
<td>Total # Rated</td>
</tr>
</tbody>
</table>

Reward & Recognition

A. Overview

Mason’s award winning Reward & Recognition program was once again extremely active this year. The vibrancy of this program demonstrates the importance of Mason’s recognition culture.

The Reward & Recognition program includes formal recognition in the form of the semiannual Achievement Awards ceremonies. At each ceremony supervisors, coworkers, family and friends celebrate the outstanding commitment of our awardees. Over the past year, 41 exceptional individuals were honored. Attendance at the ceremonies has steadily increased to over 300 cheering fans!
In addition to the formal ceremonies, supervisors award Individual Impact Awards year round. In FY09, 336 impact awards were given by supervisors to employees for such things as project completions, pitching in when vacancies occurred, and excellent teamwork. Of the total impact awards, 32% were from centrally supported funds and the balance came from departmental funds.

Mason was honored to have 3 individuals receive the Presidential Citation for rendering a life-saving service. Thanks to these employees, others are here today.

Our employees received more than 1000 gift cards this fiscal year!

B. “New” Rewards & Recognition
We always aim to be flexible and tailor new awards in response to feedback from the university community and changing times. This year’s new awards included Kohl’s gift cards, Mason winter scarves and summer beach towels, and Mason water bottles. Our most popular gift cards remain Outback and Great American restaurants.

Recognition leave, a low cost option, may be used to give up to 5 days leave to eligible employees. Several times each year, Mason’s supervisors grant ½ day leaves to hardworking staff. The “Snow What Fun It Is” and “Walking on Sunshine” programs granted employees more than 1300 ½ days off in FY09, up from 809 ½ days last year! Further nearly 255 additional days of recognition leave were awarded to our terrific staff.

C. University Service Awards
The University Service Award recognizes employees who have served George Mason University and/or the Commonwealth of Virginia for 5, 10, 15, 20, 25, 30, 35 or more years of service. This year we had 448 award recipients up from 412 in 2008! These awards are presented in April during the annual University Day breakfast. Recipients receive a pin and certificate through twenty years of service. Employees with twenty-five years of service or more also receive a gift. For the second year, our vendor provided many gift options such as silver and crystal items, art work, clocks, golf bags and jewelry. Recipients logged in to a website and were able to select their own gift. The recipients' responses were even more enthusiastic than the previous year, as they were able to select a gift that had meaning for them.
Training & Development
http://hr.gmu.edu/training

Robyn Madar, Lori Ann Roth, Jeannette Allen and Rick Holt

The Training & Development area has had another busy year! We’ve added the Customer Service Certificate Program and Administrative/Professional Faculty Orientation to our wide variety of technical, skills development, and customized training offerings. For next year, we’re continuing to develop and add classes to the Advanced Customer Service Certificate Program and New SUPERvisor Series, and we are working on a series of professional development workshops, advanced management seminars, and a certification for administrative professionals. Training & Development is also working with Mason Leads on increased leadership development programming.

A. Onboarding
Classified orientation continues to prove a successful method of welcoming and introducing new staff to the Mason community. Our orientation facilitator maintains contact with new staff to support them through
the HR & Payroll decisions they make in those first weeks, and often remains the point of contact for classified staff members’ questions well into their Mason careers. The orientation team continues to partner with the Industrial & Organizational Psychology department, which is conducting a retention study with the voluntary participation of new staff members. The data collected in this ongoing study will help us create strategic retention plans and assist us in continually adapting the onboarding process to best serve the needs of our new staff members. A total of 186 new employees attended classified orientation in FY09, with the highest attendance continuing to be in August, September, and January (in line with hiring trends). Though attendance trends are largely the same since FY08, the total number of attendees has dropped significantly, also in line with hiring trends.

New this year is the Administrative/Professional Faculty Orientation, which provides information on Mason culture, employee-related policies and procedures, Mason Extras, time sheets and approvals, manager expectations, and presentations from the Office of Equity and Diversity Services, University Police, and the Office of Environmental Health & Safety. A total of 64 new administrative/professional faculty members attended orientation this year, and their feedback continues to help form the content of the half-day session.

B. Customer Service Certificate Program
The Customer Service Certificate Program was launched in October 2008 as part of Customer Service Week. To earn the Customer Service Certificate, Mason faculty and staff must choose six eligible classes, with topics such as “The Power of Charm”, “Professionalism at Work”, “Crucial Conversations”, and more. This year, a total of 27 participants completed the series and received their certificates from Dr. Merten at the Training Recognition Ceremony, held in June.

For FY10, we are continuing to develop and offer more customer service classes, and have kicked off the Advanced Customer Service Certificate Program for those who completed the original series. New classes include “Clear the Clutter”, “Telephone Skills”, and “Networking at its Best”.

Dr. Alan Merten (far right) and Dr. Lori Ann Roth (far left) with the first Customer Service Certificate Program graduates.
C. New SUPERvisor Series
Also honored at June’s Training Recognition Ceremony were the 17 graduates of the New SUPERvisor Series (NSS). Since the program began in January 2006, a total of 34 faculty and staff members have completed this very comprehensive series of classes, projects and mentoring.

Last year, an intensive formative evaluation process was completed to determine the quality of the format and classes in the series, and the evaluation process is underway again this year. New SUPERvisor Series graduates and their supervisors were surveyed, and interviews were conducted with the graduates. The chart below shows that managers of the supervisors who completed the series saw improvements of at least 20% in each area after the class was completed and the participants had a chance to practice their new skills.
D. Search Committee Training
Search Committee Training is a partnership between HR & Payroll and the Office of Equity and Diversity Services. Participation continued to decrease in FY09, as departments have made a significant effort in previous years to take advantage of this training on best practices in recruiting and hiring. Sixty-seven people received training this year including departments, search committee chairs, and individuals seeking guidance on hiring procedures as well as the New SUPERvisor Series participants.

E. Electronic Personnel Action Form (EPAF) Training (Formerly EA Training)
Offered twice monthly, EPAF training is need-based and fluctuates based on key hiring times and turnover of existing administrative staff. The current class provides hands on training for participants, including a walk-through of all pertinent screens in the Banner system. Follow-up support is offered to all participants through telephone and email support from our subject matter experts on the HR Services team, and also through one-on-one training. A total of 69 participants attended EPAF training in FY09. This year, we piloted EPAF walk-in sessions, where trainers and HR Assistants provide support to faculty and staff completing actual EPAF transactions in a lab setting. For FY10, we plan to offer these walk-in sessions once monthly, with an increase in sessions during August and January, the peak times for EPAFs. We have also added I-9 training to the EPAF workshop to help minimize I-9 errors when new employees are hired.

F. Lunch & Learn
Lunch & Learn programming continues to be driven by suggestions from faculty & staff. This past year, the subject matter for the one-hour lunchtime seminars included work/life, career, and personal development topics. The most popular workshops were Managing Separation Anxiety, 7 Hot Books Coming Out Soon!, Am I Hungry?, and Lose Weight the Healthy Way. A total of 104 faculty & staff attended Lunch & Learn seminars in FY09. Attendance trends continue to vary based on the workshop topic; an attendance analysis last year revealed that the most popular topics for Lunch & Learn seminars were health and self-development in scope and this continues to be the case. For FY10 we continue to welcome suggestions from the Mason community.

G. Mason Investment Series
Attendance at the Mason Investment Series workshops was quite low this year, which was surprising given the current economic climate. The Training & Development team is working with the Benefits team to determine a new roster of workshops with a focus on timely topics in the world of investing, and looks forward to meeting the needs and interests of our faculty and staff members.

H. Health & Wellness Programs
Mason’s WeightWatchers at Work program is still going strong – more than 20 people attend meetings at Mason and since the inception of the Commonwealth's reimbursement program, the WeightWatchers at Work participants have lost over 682 pounds!

CommonHealth, the Employee Wellness Program for the Commonwealth of Virginia, continues to offer quarterly workshops on a variety of wellness topics. Like the Lunch & Learns, interest varies based on the topic. Topics this year included “Enjoy Eating”
and “Block Those Rays”. For FY10, we look forward to working with departmental liaisons to bring these short wellness workshops into departments.

I. Mason Links
Training & Development has partnered with University Life’s International Education and Programs department to expand Mason Links’ services. Mason Links is a growing English as a Second Language (ESL) education program for Mason workers, drawing on the resources and volunteer efforts of the entire Mason community. This year, a total of 89 campus employees and 33 student volunteers participated in the program. In the 2008-2009 academic year our completion rate was an astonishing 92%; this is due in large part to the commitment of our campus employers and employees. This past semester, the learning lab was staffed with 5 experienced, bilingual student tutor volunteers, which allowed tutees to have a more one-on-one experience and has led to increased participation in the lab. In 2009-2010 Mason Links plans to debut programs that will provide support in GED prep, Citizenship, and Civics education, and would like to increase the number of participants from 90 to 150.

J. Faculty-Staff Enrichment Day 2008
The 2008 Faculty-Staff Enrichment Day, “The Mason Community Experience”, was designed with community in mind – the Mason community, local communities, and the global community. At Fairfax, the day began with a yoga session and a keynote speech from Kate Ziegler, Mason’s own Olympian. Other events included free flu shots, an expanded vendor fair, door prizes, sessions on topics such as “The Seven Habits of Highly Effective People: Habit 5”, “Teamwork”, and “Nutrition for You”, and an endnote by Dr. Stephen Fuller. We had 253 participants at Fairfax and 87 at Prince William – our highest numbers yet!

For the second year in a row, a very successful initiative was the administration of 261 free flu shots at Faculty-Staff Enrichment Day. This year, the shots were administered to COVA Care participants by SUPERVALU Pharmacies, Inc. as part of the wellness benefit. We also worked with Student Health Services to promote their flu shot program.

K. Pre-Retirement Planning Day
Back by popular demand, the third annual Pre-Retirement Planning Day was held in April 2009. Presenters from the Department of Human Resource Management (DHRM), TIAA-CREF, Fidelity, the Virginia Retirement System (VRS), and George Mason University provided programming for faculty and staff nearing retirement on topics ranging from “Retirement Forecast: Helping You Achieve Your Retirement Goals” to “How to Plan for Retirement in this Economy”. Over 50 participants networked over breakfast, lunch, and snacks. Dr. Stephen Fuller started the day with a forecast of the economy, and answered specific questions.

L. Customized Training
All of our workshops can be customized to meet the needs of individual departments and teams. Our customized training numbers are on the rise, and we’re excited to continue to provide customized training services, which involve needs assessments prior to the training itself and post-work analysis.
In FY09, we provided customized training services to 529 faculty and staff members! We conducted workshops on such topics as “Professional Behavior”, “Stress Management”, “Managing People is Like Herding Cats”, “Dealing with Difficult Situations”, Myers-Briggs Type Assessments, Teambuilding, and many more. We are happy to customize any of our workshops to meet the needs of a department or team, or we can develop training based on the results of a comprehensive needs assessment. Our customized training services have expanded each year since FY06, with continued growth in the number of customized trainings conducted, number of attendees, and the choices we offer.

M. Retreat Facilitation or Training
Retreats are a wonderful way for a department to take time out of a busy year for reflection, training and planning for the next year. The Training & Development unit offers retreat support from team building and ice breaker exercises, to a custom workshop, or full day retreat facilitation. We can also locate resources, locations or speakers for a specific topic for the retreat. Some of the departments who have taken advantage of this free service include the School of Management, JC Library Circulation team, PWC's Freedom Center, Student Centers, Student Health, Office of Sponsored Programs, and the Office of Environmental Health & Safety.

N. Train the Mason Trainer
The goal of Train the Mason Trainer is to increase professional development for Mason's trainers and allow trainers from across the campus the opportunity to support one another's goals and missions and to brainstorm ideas to improve training services for faculty and staff. Nearly 30 Mason trainers, from campus departments such as the ITU, Environmental Health & Safety, and Fiscal Services, are invited to attend these sessions, which are held three times per year. This year's topics have included action learning, professional certification, and self development and evaluation.

O. Intern Program
The Training & Development team continues to welcome student interns and volunteers looking to gain Human Resources and general office experience. This year, seven student interns contributed to the training function, gaining experience and providing excellent support and service to our customers. We continue to revise and formalize our intern selection, onboarding, and training processes, and we have shared our resources with others in the Mason community seeking interns.

P. Tuition Waiver
For FY09, 930 faculty and staff members made use of the tuition waiver, an increase over last year’s number of 903. We continue to promote the waiver as part of our Mason Extras and employee retention training workshops.
Work/Life

http://hr.gmu.edu/worklife

Work/Life and Communications is all about creating opportunities and building relationships within the university and beyond. In FY09, work/life adapted to the changing environment by continuing popular initiatives, modifying others, and introducing some new opportunities.

The highlights included:

- Flexible Work promotion
- The launch of Wellness by Mason
- The expansion of the Retirement Connection
- University recognition
  - AARP
  - American Heart Association
  - Chronicle of Higher Education Great Colleges to Work For Program
- Availability of School Assistance & Volunteer Service Leave to Administrative/Professional Faculty in June 2009
- New informational resources developed
  - Retirement Brochure
  - New Parent Packet
  - Summer Camp Resources
- Johnson Center Lactation Room

A. Flexible Work Promotion

In the summer of 2008 we launched Summer Flex, an opportunity to “test drive” a flexible work option. Summer Flex was part of an overall promotion of flexible work at Mason which includes telework, compressed schedules, flextime, job sharing, and remote work.

Flexible work options are a terrific way to help achieve an array of benefits for the university and for its faculty and staff. The university can benefit from the impact that flexible work options have on recruitment, retention, continuity of operations, and productivity improvements. Faculty and staff can reduce commuting costs, save some commuting time, and address work/life balance issues. And the environment benefits every time we take a car off the road.

Participants in the first Summer Flex were very supportive of flexible work options. Employees who participated in Summer Flex were surveyed as were their supervisors. 76% of employee respondents indicated that work/life balance was the reason they participated in Summer Flex. 72.7% of their supervisors approved employee participation in Summer Flex to support work/life balance. 90% of employees reported being more engaged in their position as a result of Summer Flex; nearly 82% of their supervisors agreed.

In December, 2008 we launched Mini-Flex. Mini-Flex is an opportunity to try out telework during the partial week before winter break. With supervisor and department head approval, eligible employees could telework on December 22 and 23. While Mini-Flex is covered under the flexible work policy, formal agreements were not required.
Supervisors logged into a special website and entered in the names of their employees using mini-flex. Fifty-one people participated in this new program.

B. Wellness by Mason
This year, Human Resources & Payroll launched a multi-departmental effort called Wellness by Mason. Championed by Mrs. Sally Merten and coordinated by Patrice Winter, our Life Planning & Eldercare Coordinator, Wellness by Mason is an effort to unite the many departments, academic units, and offices that are committed to the health and wellness of the Mason community. The group identified three pillars of health: overall wellness, exercise, and preventive screening and selected the sunflower as its logo. A website has been created called http://wellnessbymason.gmu.edu to highlight and promote the initiative. Over 20 departments joined the program in its first year.

Human Resources & Payroll uses the Wellness by Mason logo to highlight all training opportunities, events, and programming that involves health and wellness. Additionally, we featured Wellness by Mason at our table at the Health & Fitness Expo in both Fairfax and Prince William. Bedecked with sunflowers, literature at the table predominantly dealt with health and wellness. Sunflower seedlings or sunflower seeds were given out to participants who were encouraged to consider becoming Wellness by Mason Ambassadors. Ambassadors were given an office walking program starter kit. The kit was developed by a Mason student, Rahamat Aboudou-Salami, during her internship in work/life in the spring of 2009. Prior to introducing the walking program at the Expo, Human Resources & Payroll piloted the walking program to great success. Developed by our own training guy, Rick Holt, the walking program is an organic initiative designed to provide lots of flexibility in how people exercise with a simple, straightforward way to measure movement (e.g. 15 minutes of exercise equals 1 mile). The HR & Payroll team set a goal to metaphorically walk around the world. And we’re well on the way. Join us! For information, email worklife@gmu.edu.

C. Expansion of the Retirement Connection
The Retirement Connection underwent some exciting expansion in FY09. Work/Life had the talents of two Mason student interns, Tara Atkins and Deelynn Leigh, who really helped make things happen. Tara worked diligently on the creation of a volunteer program for Mason retirees. She helped arrange a focus group of retirees in the fall of 2008 and our first ever Retirement Connection social event in January 2009. Local Mason retirees were invited to a complimentary Mason basketball game with a pre-game reception in the hospitality area of the east concourse. We partnered with our supportive colleagues in Intercollegiate Athletics.

Dee Lynn created the first Retirement Connection newsletter featuring an interview with Mason retiree Barbara Kyriakakis. The newsletter is designed to provide another connection to Mason for our retirees. The latest edition of the newsletter is available on the Retirement Connection website.

While we will continue to reach out to our current Mason retirees, we are also trying to prepare current Mason employees for retirement. The Benefits Team provides a Retirement brochure to all employees in retirement counseling. Developed this year, a sample of the brochure can be found in the appendix.
D. University Recognition
Even during tough times, Mason continues to be a great place to work and learn thanks to the efforts of its amazing faculty, staff, and students.

- In September 2008, Mason was again recognized by the AARP as a Best Employer for Workers Over 50. Pat Donini accepted the award at a ceremony in Chicago in October. Among its industry peers, Mason stood out in benefits and opportunities for retirees.
- The American Heart Association (AHA) recognizes employers who “champion the health of their employees and work to create a culture of physical activity and health in the workplace.” AHA named Mason a “Fit Friendly Employer” in April 2009 for meeting their criteria in physical activity promotion, nutrition opportunities, and workplace culture.
- Mason was recognized for the 2nd year in a row in July 2009 by the Chronicle of Higher Education through its 2009 Great Colleges to Work for Program. Mason ranked in 13 categories this year including work/life balance, respect and appreciation, job satisfaction, and healthy faculty-administration relations. This year, The Chronicle developed an honor roll for institutions that were cited the most in individual categories and Mason is among the 9 honored in the large institution category.

Please help us tell the Mason story. If you see a survey come your way this year from HR & Payroll or any other department on campus, we hope you'll take a few minutes out of your busy day to help us spread the word. Mason is a collegial, caring, and collaborative community, full of truly interesting and special people. Our warmest thanks for everything you do, every day, to make it that way.

E. New Informational Resources Developed
1. Retirement Brochure
   The Retirement brochure was created to provide an overview of faculty and staff retirement benefits and perks. Used primarily during pre-retirement counseling, the brochure provides a retirement summary as well as links where additional information can be found.
2. New Parent Packet
   The New Parent Packet was created to help highlight some of the Mason resources available to new parents. It includes:
   - A handy checklist to outline the changes that occur to the benefits package resulting from the birth/adoption of a child
   - Lactation Resources
   - Information on the Commonwealth’s 529 college savings plan
   - Information on Sittercity.com – this online database provides access to local sitters for children, elders, homes, and pets as well as student tutors. Mason has a corporate agreement which permits Mason faculty, staff, and graduate students to have access to the database at no cost (normally the retail price for the service is just under $100 per year). Mason’s agreement with Sittercity has saved the Mason community over $20,000 in waived subscription fees.
   - Poison control information
   - “A Parent’s Guide to Choosing Safe and Healthy Child Care
   - Web links of interest
3. **Summer Camp Resources**
   The work/life team collaborated with the Working Mothers Support Group to develop summer camp resources for Arlington, Fairfax, Prince William, and Loudoun counties as well as some general interest and metropolitan DC resources. The special summer camp page was posted to the work/life website in mid-March.

F. **Life Planning & Eldercare Services**
   In February of 2009, Patrice Winter, our Life Planning & Eldercare Coordinator joined Mason full-time as a research faculty member in the College of Health and Human Services. Patrice, who has over 30 years experience as a physical therapist, is working with Dr. Lynn Gerber on research topics in the area of chronic illness and disability. We’re delighted that the College continues to support Patrice’s collaboration with Human Resources & Payroll in the area of life planning and eldercare services.

   This past year, the life planning seminar series held eleven sessions averaging 10 attendees per session. The most widely attended sessions, with between 15 and 17 participants each, were on Medicare and Your Aging Eyes & Ears. While the seminar series will always retain its eldercare roots, Patrice continues to experiment with new life planning topics to encourage faculty and staff of all ages to get involved in aging well no matter what their age.

   Eldercare resource and referral and the caregiver support group continue to be available. Utilization was somewhat on the low side with 16 clients served during the fiscal year, but Human Resources & Payroll and the College of Health & Human Services are committed to providing this one-on-one level of support. We encourage all Mason faculty and staff not to wait until they are in crisis to seek out assistance. Advance planning can make all the difference in the world when a loved one needs care.

G. **Lactation Room in the Johnson Center**
   Thanks to our champion, David Atkins, Executive Director of Student Centers, Mason constructed its first dedicated lactation room in October 2008. Located within the ladies room on the ground floor of the Johnson Center, this spacious area has a sink, towels, soap, and a comfortable chair for nursing or expressing mothers. Informal lactation spaces have been set aside on all three campuses. For details and locations, please see lactation resources.

H. **Communication**
   1. **Year-end newsletter**
      The fourth annual year-end newsletter was electronically communicated to all faculty and staff in December 2008. The newsletter includes timely and important information on payroll and benefits of particular interest to faculty and staff as the calendar year ends.

   2. **Targeted emails**
      A range of information regarding payroll and benefits was distributed via targeted emails this past year. Targeted emails were used to distribute information to a specific audience on topics such as the availability of electronic W-2s, benefits open enrollment communication, and information for 9-month faculty on both faculty summer deductions and deferred pay. Targeted emails are one way to ensure that faculty and staff receive important information that directly impacts their work/life.
3. HR Liaisons
Our HR liaisons continue to play an important role in the delivery of HR & Payroll information and services. As our “organizational champions,” liaisons also provide perspective, sharing their views on how to improve the delivery of information and services. We have continued our regular communications with our liaisons through our “Instant HR/Payrolls”. These email communications promote HR & Payroll initiatives, policies, and procedures as well as share information on upcoming events.

<table>
<thead>
<tr>
<th>Instant HR/Payrolls Sent:</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
</tr>
</tbody>
</table>

I. Benefits Committee
The HR & Payroll Benefits Committee provides support to the department by reviewing vendor solicitation requests, work/life offers, and benefits proposals.

In 2008-09, the Benefits Committee approved eight new discounts including Fromyouflowers.com, Sears Commercial, and Reflections of You Spa.

Information on all of these discounts and more can be found on the discount page of the Work/Life website. You can access it by logging in at http://mymasonhr.gmu.edu and going to the tab labeled “my Discounts.”

J. In the Works

- Continue to develop Wellness by Mason, Retirement Connection, and flexible work options.
- Expand informational offerings on the work/life website in the area of home buying, retirement and other work/life related topics.
- Continue to recalibrate Life Planning & Eldercare Services to address both a wider audience of all ages and a wider initiative – caring for an elder loved one AND planning now for our own healthy and productive work/life and retirement.
- Continue to expand concierge-style services and discounts for Mason faculty and staff.
Payroll/HRIS
http://hr.gmu.edu/payroll

Payroll/HRIS continues to be on the move with lots of new projects and collaborations. This was a banner year for improving processes, sharing ideas, and building new relationships.

Some basic numbers can help tell the story. During the FY09, Payroll/HRIS:

- Issued 11,239 W-2 Forms
- Issued 389 1042-S statements and accompanying returns
- Issued over 198,000 payments
- Paid an average of 6,615 employees per pay period
- Collected and remitted over $70 million in payroll taxes
- Processed 56,647 EPAF's
- Processed over 36,000 transactions systematically to update addresses and salary groups

A. Electronic W-2s
One of our major initiatives continues to be in the area of electronic W-2 forms. This year, electronic W-2 forms were available to all university employees via PatriotWeb on January 8, 2009. Electronic W-2’s save time and money, as many forms are no longer printed and mailed.

Because the electronic W-2s were delivered sooner, ample time is available to resolve any questions or discrepancies prior to having to send the information to the IRS. The W-2 hotline continued to provide a means for employees to channel questions and receive answers in a quick and courteous manner. By receiving W-2’s electronically in a format that facilitated submitting their tax returns, faculty and staff could receive their refunds much faster. 6,342 employees or 56.5% elected to receive their 2008 W-2 electronically.

B. Tax Payments
In 2008, in order to facilitate tax deposits, reporting and compliance, tax payment processing was outsourced to ADP. ADP is a recognized leader in payroll tax services, and, through their services the university will ensure it’s compliance in multistate taxing issues. With tax deposits exceeding $70 million dollars, it is imperative that the university is compliant with the multitude of federal, state and local regulations to avoid penalty assessments. This change in processing allowed us to expand the number of states for which we can deduct and remit taxes. Employees living in states other than Virginia can now have their state taxes withheld based on their residence state if state laws permit.

We continue to enhance our other tax reporting and balancing processes:

1. Commencing January 1, 2009 we have moved to electronic reporting of Virginia Unemployment Insurance earnings and premiums.
2. We are continuing to refine our audit processes for non-resident student/faculty tax reporting. The changes made within the last year help to ensure that the correct tax is withheld at the time the payroll is processed rather than having to make corrections after the paycheck is issued.

C. Banner Highlights and Enhancements
Payroll/HRIS had several projects this past year addressing data accuracy and process redesign.

1. We have continued to enhance our security processes. In addition to our yearly Banner HR Access audit, access verifications are reviewed on a daily basis so that users without an active position can be eliminated immediately.

During the past year, considerable strides have been made in improving the self-audit process. Reports are generated during the payroll cycle to help identify potential pay issues, such as incorrect pay, invalid deductions and missing pay records. Other items including special payments, gross and net pay amounts are also reviewed. After the pay cycle is finished additional reviews are completed. This includes an analysis of the deferred pay accounts and a review of the pay cycle. During the pay cycle review key items, such as the number of employees paid, gross pay and specific earnings and deductions are compared to both the previous pay run and to the year-to-date averages. This tool has been used for year-to-year comparisons, trending and other analysis to help ensure the accuracy of pay runs while pointing out potential anomalies.

As a result of the increases in self-audits, we have seen a significant decrease in the number of adjustment transactions. Adjustments include items such as manual payments, voids and tax transactions that cannot be processed on a scheduled pay run. In 2008, payroll processed a total of 2,478 adjustments which equates to 2.32% of semi-monthly and biweekly payments. Through September 2009, payroll processed 1,610 adjustments which represent 1.36% of total payments, a drop in excess of 40%.

2. Base line functionality was restored as preparations and reprogramming was completed to the encumbrance processes. This change allowed migration to recasting for the start of FY10, enabling more frequent processing of up-to-date budget balances. Previously the encumbrance process was only run in conjunction with the semi-monthly pay runs. With the change to recasting, the process to encumber payroll funds occurs multiple times during a week thereby providing a more accurate reflection of budget availability for salary planning purposes.

3. Numerous audit reports were developed to assist users in identifying potential errors and anomalies during the payroll cycle. These reports have been incorporated into the daily processing schedules to ensure the accuracy of the payroll cycles. This has lead to increased payroll accuracy and a reduction in the number of “after payroll adjustments”.

4. Payroll balancing files were created to track the number of employees paid, gross and net payroll totals as well as key expenditures. Using these reports and files, figures such as average rates of pay, numbers of employees paid and certain expenses can be reviewed and trends developed to assist in planning and projections.
5. We have standardized the process for requesting HR & Payroll data by implementing an HR & Payroll Data request form. This application will automatically e-mail our HRIS staff the details of the data request.

6. We continued to enhance the EPAF process. To ensure that all approved transactions are entered into Banner as soon as possible, the process has been automated to occur 4 times a day. We also enhanced the automatic routing process so that certain transactions are automatically routed to the Office of the Provost for review. Finally, we added additional error messages that are reviewed by our staff. These error messages ensure transactions are submitted and processed appropriately (e.g. not on wrong position numbers, no funding, no one is submitting one time for themselves).

7. On January 1, 2009 the Virginia Deferred Comp Plan (457) changed management companies. ING has assumed management of these funds from Great West. This change required no action on the employee’s part to make the switch but did require a conversion of the existing data to the new vendor along with many new reporting requirements.

8. Commencing July 1, 2009 the Commonwealth re-introduced the Administrative Fee for all employees enrolled in the Dependent Care Flex and Medical Flex Spending Accounts. The collection of these fees required a re-write of the information sent to FBMC, the administrator of our flexible reimbursement accounts.

D. Partnering Efforts at Mason
We have worked closely with the Office of the Provost, Finance, the Registrar’s office and Financial Aid to provide accurate Human Resource data for graduate students who qualify for Student Health Insurance. Planning for this new program began in February 2009 for enrollment beginning with the fall 2009 semester.

E. Partnering Efforts Beyond Mason
Payroll continued to serve as a resource for other institutions that converted to Banner or had Banner software issues as well as a reference source for institutions looking to outsource tax payments and implement on-line W2s.

F. Other Projects
System and process documentation continues to remain a priority for Payroll/HRIS. Documentation was reviewed and updated as needed.

Disaster recovery continues to be documented and regular communication exists between Payroll/HRIS and ITU to continue testing of the Prince William hot site fallback program.

FY09 was an extremely busy year for our Banner system. The university moved forward with plans to upgrade to the Banner 8.x version of the software. This is a major upgrade to the system and required extensive project planning in FY09 and testing before our ‘go-live’ in the spring of 2010.

Payroll/HRIS looks forward to building upon its successes, resolving outstanding issues, and continuing to collaborate with both Mason partners and colleagues from around the Commonwealth.
Employment
http://hr.gmu.edu/ework
http://jobs.gmu.edu

Promoting Mason as an employer of choice is a priority of the HR & Payroll team. Despite a limited budget, we continued to spearhead strategic recruitment plans and market employment at Mason in general. In addition, the employment staff advertises all positions for the university, maintains the recruitment website, provides information regarding advertising with outside vendors to hiring departments and serves as a liaison with outside vendors.

A. Employment Metrics
During FY09, approximately 539 jobs were posted on eWork. The impact of Mason’s budget difficulties is evident here, as this is almost 200 fewer jobs than were posted during FY08. The distribution of jobs remains fairly consistent, with classified positions comprising just under half of all jobs posted. About 20% of the jobs posted were for Research and Instructional Faculty positions and 16% were for Administrative or Professional Faculty positions. Finally, almost 15% were for Non-Student Wage positions. The remainder of positions posted on eWork were graduate assistantships, student wage or adjunct positions. The average time to fill for classified positions (posted and filled within FY09) was 53 days. This is four days shorter than the time to fill during FY08.

Mason continues to attract a large number of first time applicants. During FY09 26,332 new profiles were created in eWork. This is 6,000 more new applicants than during FY08. Altogether, since the system went live almost five years ago, applicants have created 94,683 profiles in eWork!

<table>
<thead>
<tr>
<th>eWork metrics</th>
<th>FY2007</th>
<th>FY2008</th>
<th>FY2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of positions posted¹</td>
<td>800</td>
<td>725</td>
<td>539</td>
</tr>
<tr>
<td>Number of applicants</td>
<td>20,045</td>
<td>19,926</td>
<td>26,332</td>
</tr>
<tr>
<td>Average number of days to fill a classified position</td>
<td>56.5</td>
<td>57.3</td>
<td>53</td>
</tr>
</tbody>
</table>

B. Advertising Contracts
During FY09, HR & Payroll once again renewed several existing contracts with outside advertisers in an effort to use the university’s advertising dollars more effectively. In November we renewed our contract with the Washington Post, which allows us to post 99 jobs on their website at any given time. Normally a single posting on the Washington Post website costs $395. With our package, Mason is paying an average of $30 per online advertisement. We also have contracts with HigherEdJobs.com and Monster.com that allow Mason to advertise at greatly reduced prices. Normally, ads with HigherEdJobs.com cost $155 but Mason departments are able to post for only $30 an advertisement. Departments can also utilize Monster.com for $290/ad instead of the regular single ad price of $395. Finally, in December we signed a contract with The Chronicle of Higher Education that gives us a discount of 10% on print ads.

New this year is our relationship with other schools in the area through our membership in the Mid-Atlantic Higher Education Recruitment Consortium (HERC). The Mid-Atlantic HERC was founded in 2008 and is a coalition of local colleges, universities, and research institutions that are working together to recruit and

¹ Approximate.
retain outstanding faculty, administrators and staff through the sharing of information and resources. As a HERC member, all of our staff and faculty positions are posted on the HERC website, http://www.midatlanticherc.org. One feature of the site is that job seekers can create customized email alerts so they are immediately informed when jobs that match their search criteria are posted. HERC is also a valuable tool for dual career couples. HR & Payroll has promotional fliers and postcards and is happy to share them with departments to spread the word about this wonderful new resource.

C. Mason as an Employer of Choice
Along with negotiating contracts to get lower prices for single vacancy ads, we have worked hard to reach passive job seekers and inform the community about the advantages of working at Mason. In December, when we signed the contract with The Chronicle of Higher Education we renewed and updated our employer profile. This profile highlights the benefits of working at Mason and is available for all of The Chronicle’s web readers to see. A copy of the new profile is in the appendix.

In addition to a web presence with The Chronicle, during this past fiscal year we placed two special print ads in The Chronicle. We selected two issues with especially high readerships, the new Academic Workplace Supplement in July and the annual Almanac in August of 2008. We were especially delighted that the 2008 Academic Workplace Supplement ad was accompanied by recognition for Mason in 10 different categories!

As a result of our partnership with The Chronicle, we were approached in the fall to be part of the Campus Viewpoints section. Campus Viewpoints is a part of The Chronicle website that highlights current events and innovative programs of interest to the higher education community at a select number of colleges and universities. We worked in partnership with University Relations to make the most of this exciting opportunity.

Finally, as always, we participated at Mason's two on-campus student jobs fairs. Mason is a great place to work and we want to remind our soon to be alumni that they can find a great career without going very far.

D. In the Works
Despite current the budget situation, we have been able to maintain outstanding opportunities to promote Mason as a great career choice. By being able to centrally maintain our main contract with the Washington Post, we hope to begin exploring and utilizing different free and cost effective services to promote our employment opportunities here at the University. Although we currently offer over 20 vendors for posting either print or web ads, we will begin exploring the use of social networking sites to gain additional traffic to our main University employment and opportunities site.

Through our continued commitment and involvement with the Mid-Atlantic Higher Education Recruitment Consortium (HERC), we are able to reach a larger audience and share employment opportunities with relocating or trailing spouses/partners. Mason's membership with HERC has also opened the prospect of potentially working with affiliated advertising agencies that will offer additional expertise and post with our very same vendors without incurring additional charges.

We also continue to take advantage of Mason's recognition in the media to promote our career opportunities. Most recently, our Child Development Center (CDC) received regional recognition from Northern Virginia magazine for their excellent service and commitment. We will be running an advertisement in the magazine in the January and February, 2010 issues. These editions are geared towards the promotion of child development, education, and careers.
We plan to launch a revised employment page that will also attract job seekers, increase our web traffic, and acclimate individuals to our opportunities, functions, and the rest of Mason Nation! In concert we hope to gain an audience that will visit the site frequently for job updates, application changes and George Mason's commitment to diversity.
Benefits & Absence Management
http://hr.gmu.edu/benefits

The Benefits team strives to offer a cost effective benefits package to faculty and staff, their dependents, and retirees. Mason continues to offer a range of employee benefits to meet the individual needs of our workforce, and strives to support healthy lifestyles, peace of mind, and financial security.

Benefits offered include: university sponsored retirement plans and life insurance plan, medical and dental insurance, deferred compensation, flexible spending accounts, optional life insurance, family medical leave, employee discounts, and paid leave (annual, sick, etc.).

To increase employee understanding and awareness of their benefit package and total compensation, we continue to refine the online benefits website and offer a wide variety of communication outlets to get the word out to faculty and staff regarding their Mason benefits package.

A. Health, Safety & Wellness
This has been a very successful year redefining safety and wellness as part of the culture at Mason. These efforts have resulted in numerous positive outcomes benefiting our employee population.

Safety: In an effort to address safety issues and reduce employee injuries, we partnered with the Occupational Health & Safety staff in an effort to help create an effective and safe work environment. Workplace injuries result in immediate and thorough investigations by Occupational Health & Safety to determine the root cause and any needed corrective action.

The Workers’ Compensation program for Mason is administered by Managed Care Innovations through the Commonwealth of Virginia. We continue to provide a comprehensive approach to case management with a focus on providing employees with timely transitional work. Once an employee has been released to modified duty, we make every effort to identify productive work for the injured employee. This results in decreasing lost work days and provides a structured plan for the employee to return to full duty.

Health/Wellness: A comprehensive wellness program is offered to all benefits-eligible employees. The program included biometric screenings, health risk assessments, flu shots, screenings, telephonic coaching etc. More information on wellness initiatives is provided in both the Training and the Work/Life sections of this report.

B. Benefit Program Counseling
The Benefits Team provided consultation to potential hires and new employees on various programs offered at Mason. This includes a detailed description of the benefits package offered as well as an overview of work/life programs, academic opportunities, flexible work options and much more.

Classified Orientation – 186 new classified employees received an orientation on their Mason benefits package in FY09. This comprehensive orientation includes a review of retirement plans, life insurance, disability programs, health benefits and long term care planning programs. When requested, an orientation is conducted one-on-one for Spanish speaking employees.
Faculty Orientation – Orientations for new faculty were held individually or in small groups. This past year there were 51 group orientations (including orientations at the Arlington and Prince William campuses). There have been 8 faculty orientations conducted with a translator (languages include Spanish, Italian and Russian).

C. Open Enrollment

Unum Long Term Disability (LTD) Open enrollment – LTD insurance from UNUM LTD is designed to protect income if someone becomes medically unable to work. Full-time faculty and staff who have traditional sick leave (non-VSDP) are eligible for this optional insurance. UNUM LTD open enrollment is held annually in November.

Optional Retirement Plan (ORP)
Faculty can choose between the Virginia Retirement System (VRS) and the Optional Retirement Plan (ORP) which has a choice of two vendors - Fidelity and TIAA-CREF.

VRS is a defined benefit plan with vesting at five years of service. The ORP has a defined contribution of 10.4% with immediate vesting. Participants can switch from one vendor to another at any time and have the ability to switch between investments at any time. Due to the volatility of the market this past year there was significant fund activity.

<table>
<thead>
<tr>
<th>ORP Participants Who Initiated Fund Activity</th>
<th></th>
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<tbody>
<tr>
<td>2006-07</td>
<td>23%</td>
</tr>
<tr>
<td>2007-08</td>
<td>29%</td>
</tr>
<tr>
<td>2008-09</td>
<td>68%</td>
</tr>
</tbody>
</table>

Health and Flexible Reimbursement Account Open Enrollment
Health and Flexible Reimbursement Account Open enrollment was in held in April of 2009. During this annual open enrollment period, eligible faculty and staff may change health care providers choosing between Kaiser Permanente and COVA Care, make changes to insurance details, and enroll or re-enroll in either a dependent care or medical care flexible spending account.

The premium increase rate for 2008-09 was 6.1% but for the second year, the health benefits program reserves absorbed the increase in employee monthly premium costs. The Wellness plan continues to be enhanced for participants. A new myFBMC Card Visa® Card replaced the former EZ Reimburse card® for Medical Reimbursement Accounts allowing card holders to use a stored value Visa card to pay for many recurring medical expenses such as physician and pharmaceutical co-pays.

The Benefits Team continued its outreach during open enrollment holding two detailed information and Q&A sessions on each of the three campuses, having vendors visit each campus, and promoting open enrollment electronically to eligible faculty and staff directly as well as through eFiles and via the HR & Payroll website.
Open Enrollment Changes Statistics

<table>
<thead>
<tr>
<th>Year</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>232</td>
</tr>
<tr>
<td>2008</td>
<td>147</td>
</tr>
<tr>
<td>2009</td>
<td>284</td>
</tr>
</tbody>
</table>

Flex Account Activity – Enrolled or re-enrolled

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>297</td>
</tr>
<tr>
<td>2007-08</td>
<td>388</td>
</tr>
<tr>
<td>2008-09</td>
<td>579</td>
</tr>
</tbody>
</table>

D. Retirement Counseling

1. Retirement Planning
Retirement planning is a major initiative for Benefits and Absence Management. Over the past year a conscious decision has been made to offer faculty and staff the opportunity to increase their knowledge about their retirement plans and various other programs offered through retirement vendors. The downturn in the economy this past year created an added urgency for us to ensure our employees were preparing themselves for retirement. We named October 2008 “Declaw the Bear” month and sponsored a series of financial education talks. According to recent data Americans should save 85% of their pre-retirement income to retire well and only 52% of Americans are prepared for retirement.2

As a result of new 403(b) legislation, effective 1/1/2009, we reduced our Supplemental Retirement Annuity vendors to TIAA-CREF and Fidelity Investments. The Benefits team personally worked with about 110 participants who had accounts with the orphaned vendors to help create a smooth transition in retirement assets.

2. Individual Retirement Counseling
TIAA-CREF and Fidelity Investments continue to offer free one-on-one retirement counseling to faculty and staff. These sessions include a review of all retirement plans (ORP and TSA) in which participants have assets.

<table>
<thead>
<tr>
<th>Year</th>
<th>Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>161</td>
</tr>
<tr>
<td>2007-08</td>
<td>224</td>
</tr>
<tr>
<td>2008-09</td>
<td>276</td>
</tr>
</tbody>
</table>

One-on-one counseling is available by contacting TIAA-CREF or Fidelity directly.
TIAA-CREF: 1.800.842.2776
Fidelity: 1.800.343.3548

3. Service Retirement Counseling
The benefits team provides pre-retirement counseling to faculty and staff at their request anytime. Retirement counseling is always provided 90 days or more before an actual retirement date and includes assistance in preparing retirement paperwork, detailing retirement benefit options, and outlining retiree

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2 Today's Financial News
health care including answering questions on the coordination with Medicare and Non – Medicare participating plans. Pre-retirement counseling is open to prospective retirees and their spouses as well.

<table>
<thead>
<tr>
<th>Service Retirement Statistics</th>
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</thead>
<tbody>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>2008-09</td>
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</tbody>
</table>

Anecdotal information indicates that the drop in retirements is due, in part, to the impact of the economic downturn. Beginning in October 2008 we had a dramatic shift and found employees’ rethinking their retirement choices possibly looking at working an additional 24-36 months longer than originally planned.

4. Other Benefits Related Counseling

Average daily contacts with faculty and staff (including phone calls and walk – ins) are 23 a day for each member of the benefits team. The range of questions addressed is extensive and includes topics such as change of beneficiary, disability benefits, extended leaves, annual and sick leave, issues surrounding an internal or external employment opportunity, health insurance, policy questions and much more.

E. Absence Management Program

1. Short Term Disability (STD) Leave

This past year, the benefits team began managing both long term and short term disability through the Commonwealth of Virginia plan. The benefits team continues to work on improving the procedure for processing claims, improving both the process flow and the communication between employee and employer.

<table>
<thead>
<tr>
<th>Short Term Disability Statistics</th>
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<tbody>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>2007-08</td>
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<tr>
<td>2008-09</td>
</tr>
</tbody>
</table>

The 52% increase in claims between FY08 and FY09 resulted from medical procedures including pregnancy and repeat injuries. Many claims had an average period of 66 days with a 99% successful return to work.

2. Long Term Disability Leave (including Long Term Disability – working)

Mason’s return to work ratio has been very positive within the last year averaging 99%.

<table>
<thead>
<tr>
<th>Long Term Disability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Employees that rolled into Long Term Disability)</td>
</tr>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>2008-09</td>
</tr>
<tr>
<td>(Employee numbers for employees on LTD but are working part-time)</td>
</tr>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>2008-09</td>
</tr>
</tbody>
</table>
3. **Family Medical Leave**
Communication between the benefits team and supervisors regarding Family Medical Leave Act (FMLA) claims was increased and streamlined in an attempt to achieve a smoother claim process.

<table>
<thead>
<tr>
<th>Family Medical Leave Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported to Human Resources</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>2008-09</td>
</tr>
</tbody>
</table>

The increase in FMLA claims has a direct link to caregiving responsibilities as many Mason faculty and staff are part of the “sandwich generation” caring for children and aging loved ones.

4. **Other Leaves**
This category includes all academic leaves, military leave, personal leaves and sick leave.

<table>
<thead>
<tr>
<th>Other Leave Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
</tr>
<tr>
<td>2007-08</td>
</tr>
<tr>
<td>2008-09</td>
</tr>
</tbody>
</table>

F. **Educational Workshops**
The Benefits team has partnered with Training & Development to conduct several workshops. Some sessions were held through the “Lunch & Learn” series and other workshops were individually offered to faculty and staff. These included sessions on retirement issues and open enrollment briefings. Attendance at these sessions fluctuates year to year with only retirement planning showing a significant increase over last year.

G. **Investment Policy Committee**
HR & Payroll manages this committee which oversees the Optional Retirement Plan (ORP) and the Cash Match Plan. The committee meets three times a year including one meeting annually with each of the approved ORP and Cash Match vendors (TIAA-CREF & Fidelity Investments).

H. **In the Works**
- Faculty Retirement Transition Leave was approved by the Board of Visitors and will help create a formal transition to retirement for Mason faculty.
- Mason is looking to offer a Retiree Health Saving Plan that will help employees save more money for health care costs at retirement.
- Mason is hoping to offer Roth 403(b) retirement savings accounts in 2010. This will enable employees to save post-tax dollars for their retirement.
The Employee Relations (ER) team works hard to promote a positive and safe work environment for faculty and staff at Mason. An essential function of the ER team is to provide confidential assistance to university faculty and staff and their supervisors to help identify and resolve work related problems or proactively address potential problems. In addition, the ER team distributes information on a wide variety of work-related resources, including managing stress, dealing with change, and more. The ER team also partners with other departments throughout the university and the state to make Mason as safe a workplace as possible.

A. Employee Relations Metrics
During FY09, the volume of work handled by the ER team increased for the third year in a row. This year there were more than 725 events, compared to more than 500 events in FY08. Each event is unique in terms of its duration and complexity. Some can be resolved with one meeting; others require multiple contacts over a period of months. Over the last year, we saw a continued increase in the number of faculty members seeking assistance. A breakdown of the metrics can be found in the appendix. The ER team works closely with other departments, including the Office of the Provost, Office of University Counsel, and the Office of Equity and Diversity Services to assure prompt and equitable resolution of employee and faculty relations matters.

One theme that came up repeatedly this year was stress at work and at home caused by the economy. The ER team would like to remind all members of the Mason community to take advantage of the Employee Assistance Program (EAP), which can also provide assistance with financial related stress.

B. Coaching Program
Through the Workplace Coaching program, the ER team matches employees with work-related problems with trained coaches. Most of the coaching assignments involve helping employees productively address workplace conflict or prepare for a difficult conversation with a co-worker or supervisor. This year, 23 employees were placed with coaches. This is twice as many coaching placements as FY08. In FY09, the ER team began holding Coaching Brown Bag Lunches to provide continuing education opportunities for the coaches. Coaching resources, best practices and techniques are also available to the Mason community through the “Coaching Corner” on the Employee Relations website, http://hr.gmu.edu/emp_relations/.

Coaching can be as informal as a conversation between an employee and his/her supervisor. It is tremendously important for supervisors to provide ongoing feedback to their employees and to make that feedback constructive, clear, and actionable. Equally important during these financially challenging times is for supervisors to recognize and celebrate achievements.

C. Training Sessions
The ER team supports the HR Training team by serving as trainers on a variety of topics including effective performance evaluations, coaching skills, the VA Standards of Conduct, and the classified employee grievance process. The ER team also works in conjunction with the HR Training team to develop and perform training tailored to the needs of individual departments and groups. Topics included developing supervisory skills, effective conflict management skills, strategies for coping with stress and collaborative problem resolution.
D. Exit Interviews
The ER team collects exit interviews from departing faculty and staff members in order to understand why people leave the university, identify areas of concern, and develop creative ideas to encourage faculty and staff to stay. In FY09, the response rate was low, with only 20% of departing employees returning a survey. Many departing employees went on to other jobs in the public sector, in contrast with FY08. Low compensation and the high cost of living in our area continue to be common themes in the exit interviews and 50% of the returned surveys included financial considerations as a reason for leaving Mason. In a campaign to increase the response rate, the ER team developed an online version of the exit interview form and will publicize its availability. Please help us gather this data by encouraging faculty and staff in your department to complete an exit interview if they leave. Exit interviews can be conducted in person by contacting a member of the ER team, by submitting the form located at http://hr.gmu.edu/exit/ or by completing the online survey at http://exitsurvey.gmu.edu.

E. Criminal Background Checks
FY09 was the third full year the criminal background check policy has been in place. The number of checks run this year was lower than last year, with 230 checks for finalists for positions in selected (covered) departments and positions. The number of problems encountered remains steady, with less than 4% of all checks requiring attention. Additional metrics can be found in the appendix.

We are always working to make Mason as safe as possible and this year the College of Science joined our list of units requiring criminal background checks. If your department is interested in running criminal background checks on new hires once a contingent offer has been made, please contact Meena Rajan at mrajan1@gmu.edu.

F. Safety
Maintaining a safe work environment remains one of the most important goals of the ER team. The ER team works proactively with the Mason Police and other departments on campus to identify and monitor situations of concern involving Mason faculty and staff. As a member of the Crisis Assessment and Intervention Team, the ER Director helps to assess the needs of and impact on the faculty and staff population should a situation warrant concern. The ER Director also is a member of the Pandemic planning team. In addition, the ER team partners with other units as part of the Workplace Violence Assessment and Support Group to effectively address emergencies should they happen. ER team members are also part of a statewide ER listserv that allows the team to share ideas, best practices and advice with Employee Relations departments at other public universities throughout the state.

G. Coming in FY10
The ER team is in the process of developing resources related to bullying behavior, workplace violence and employee engagement. For example, the ER team is currently creating a tutorial designed to educate the Mason community on how to identify and respond to potential workplace violence.

We have also created a moderated listserv (August 2009) designed to provide quick updates on key supervisory issues. Subscribers receive periodic, concise emails from Employee Relations with helpful workplace tips and policy updates. Additionally, the listserv provides subscribers a forum to ask their peers questions about common issues and share their own experiences. For information on joining the listserv, please contact the ER team at 3.3878.
The ER team is planning to train another cohort of coaches in order to meet the increasing demand for this service. In addition to our internal coaches, we are also in the process of developing a roster of executive coaches to assist leaders in the Mason community. This is in response to requests for more intense one-on-one work with individuals over an extended period of time. The focus of executive coaching will include strengthening one’s effectiveness as a team leader, developing constructive conflict management behaviors and raising one’s ability to communicate collegially both in speech and in writing.
The NEW Center is a one-stop shop that simplifies a new faculty or staff member’s first day. Rather than going to several different places to fill out paperwork, receive a photo ID and purchase a parking pass, the NEW Center has resources that help new employees get everything done in one place.

**A. Metrics**

During FY08, a total of 414 new employees visited the NEW Center. This was down from over 500 during the previous fiscal year. This fiscal year also saw an important milestone in the life of the NEW Center. We welcomed our 1000th new employee on January 26, 2009 when Adrien Loseille, a Research Associate in Computational & Data Sciences joined Mason.

Slightly more faculty members than classified staff visited the NEW Center. In January, we started surveying employees who have visited the NEW Center in order to learn more about how employees feel about the onboarding process and to learn how to make their first days and weeks at Mason even better. So far, the results have been overwhelmingly positive. 90% of respondents said that NEW Center was helpful or very helpful and were satisfied with their experience. Others have given useful suggestions on how to enhance the NEW Center.

**B. Partnerships with other schools**

In addition to helping new Mason employees, the NEW Center partnered with other Virginia universities to make the on-boarding process for their remote workers equally easy. James Madison University has approximately 300 teachers around the state that supervise JMU's student teachers. Rather than requiring these teachers to drive two hours from Northern Virginia to Harrisonburg to complete tax forms and I-9s, they are now able to stop by Mason's NEW Center and fill out their paperwork here. This partnership saves time and helps the environment.
Customer Service Center

The Customer Service Center (CSC) is the first point of contact for most people who deal with HR & Payroll. The CSC team helps faculty, staff, wage employees, applicants and the general public. Contact can be over the phone, email or in person and topics range from payroll questions to inquiries about benefits to requests for help using our online application system. The customer service staff is knowledgeable on a wide range of topics and is always the best place to call first when you have a question.

A. Functions
One of the principle duties of the customer service center team is to answer incoming calls. Answering the phone, however, is just the beginning. Questions can be as simple as a request for a verbal job verification requiring confirmation of an employee’s title and dates of employment. Or as complicated as answering questions about HR & Payroll policies and procedures.

In addition to answering the phone, the customer service team has a wide variety of responsibilities. For example, the CSC team logs incoming mail and faxes and distributes items to the appropriate HR & Payroll specialist. The CSC team serves as the primary back-up for the NEW Center. The staff specializes in updating address changes and name changes in Banner and in the Personnel Management Information System (PMIS). The team also updates Banner every time a timesheet approver changes, e.g. when a supervisor changes his/her position, leaves Mason or a department reorganizes. The CSC also handles all unemployment claims that come to Mason, working with the Virginia Employment Commission, the Maryland Division of Unemployment Insurance, or the appropriate agency in any other state where a former Mason employee lives.

B. Metrics
The volume of calls and paperwork that flow through the CSC is impressive. During FY09 alone, the CSC logged 2140 pieces of paperwork. The team also handled 129 unemployment claims during the fiscal year.
Accomplishments

Human Resources & Payroll “In the News”

- Lori Ann Roth was featured in an advertisement for Certified Professional in Learning and Performance (CPLP) in *Training & Development* magazine, May 2009.
- Patrice Winter was featured in the January/February 2009 issue of *Heath* magazine on ways to avoid “tech” aches like blackberry thumb, laptop back, and shoulder-phone crunch as well as in the winter 2009 issue of *Great Health*, a CVS magazine regarding exercising on the fly. Patrice lends her expertise to a range of publications on health-related topics.

Professional Accomplishments

- In January, Linda Harber and Rizna Ahmed presented at the national conference of the College and University Professional Association - Human Resources (CUPA-HR) in St. Louis, MO on the topic, “Generations – From Happy Days to Survivor: What About HR?”
- Linda addressed the Institute of Management Accountants in Arlington, VA on the topic of generations in the workplace.
- Linda participated on a CUPA-HR webinar panel discussing “Non-Cash Reward Strategy for Tough Economic Times.”
- Pat Donini serves as the Alternative Dispute Resolution coordinator for Mason, appointed through the Department of Employment Dispute Resolution (DEDR)
- Lori Ann Roth was the ASTD team lead at the CPLP ratings workshop held in May 2009; was chosen by ASTD’s CPLP Certification Institute to teach the CPLP Prep 2-day workshop; and served as the CPLP Coordinator for the local ASTD chapter
- Rizna Ahmed serves on the TIAA-CREF technical web advisory board
- Rizna was a panelist on an IOMA Webinar entitled “FMLA - Do’s and How to” and a presentation entitled, " Be prepared for the new FMLA regulations"
- Rizna served as a Survey Reviewer/Advisor for the Human Capital Institute
- Rick Holt received his Certified Professional in Learning and Performance (CPLP) from ASTD in May 2009.
- Rick was asked to present “The Power of Charm” and “Networking at its Best” at the Virginia Library Association Para-Professional Forum in Richmond, VA.
- Lori and Rick each received certification to teach Contacts Count in May 2009 and FranklinCovey’s “The 7 Habits of Highly Effective People” in June 2009.
- Dan Taggart partnered with Julia Morelli from Capitol Connection to provide training on conflict coaching skills to Fairfax County government employees. This training served as the kick-off event as they develop their program which will provide coaching services to all Fairfax County government employees.
- Michelle Lim and Helga Yunker both earned Professional in Human Resources (PHR) certification.
Appendices

1. HR & Payroll Organization Chart
2. Retirement brochure
3. Declaw the Bear flyer
4. Sittercity.com flyer from the new parent packet
5. Mason's *Chronicle of Higher Education* employer profile
6. Criminal Background Check Metrics
7. Employee Relations Contacts
PRE-RETIREMENT

Individual Counseling Representatives from Mason’s retirement vendors – Fidelity Investments and TIAA-CREF – are on campus every month offering one-on-one financial planning counseling. Information on these helpful sessions can be found at http://hr.gmu.edu/benefits.

Financial Planning Seminars
Because ongoing retirement planning is so important, Mason offers a Financial Planning Seminar series for employees at all points in their Mason careers and an annual pre-retirement seminar specifically tailored to employees within five years of retirement.

VRS Website
It’s never too soon to begin planning for a successful retirement! To assist you, the Virginia Retirement System (VRS) website offers a range of helpful publications with links to a pre-retirement planning guide, group counseling sessions, and member handbooks. Check out http://www.varetire.org and click on “Planning for Retirement” under Members.

BEGIN A NEW CHAPTER IN YOUR LIFE AT MASON!

RETIREMENT CONNECTION

A few weeks after retiring from Mason, you will receive a retirement package containing an array of items including complimentary tickets to a performance at the Center for the Arts and a Mason basketball game of choice, an annual parking decal and more.

Mason Email
The email address you used during your career at Mason remains active for you in retirement.

Retiree ID Card
Mason retirees are encouraged to obtain a retiree ID card which affords the holder the same privileges enjoyed with the ID card they had while working at Mason.

Life Planning & Eldercare Services
To assist you with aging parents and with issues that arise as you age, Mason offers Life Planning & Eldercare Services. Resource & referral information, timely life planning seminars, and a support group are just a phone call or email away. To learn more, please call us at (703) 993-1802 or email ecare@gmu.edu.

hr.gmu.edu/eldercare

Volunteer & Employment Opportunities
Your energy and enthusiasm is in demand at Mason even after you retire. Once you have completed a bona fide break in service (a minimum of 30 days or one semester if teaching faculty) you can return to Mason as a wage employee. Or if you prefer, our Work/life staff can assist you in finding a volunteer opportunity that fits your interests and availability. To learn more, please call (703) 993-2604.

Visit the Retirement Connection online at: hr.gmu.edu/worklife/connection

MASON RETIREMENT
A New Chapter in Your Life at Mason

Mason Benefits Team
hr.gmu.edu/benefits
benefits@gmu.edu
703 993 2600
LEARNING IN RETIREMENT

Other Lifelong Learning Institute (OLLI)
OLLI provides intellectual and cultural experiences for area residents in retirement. Choose from a wide variety of classes - including history, music, and French - and learn in a comfortable, relaxed environment. In addition to classes, OLLI offers informal and scheduled social activities, trips and performances, and special-interest discussion groups. OLLI is located in Fairfax, VA, along with satellite locations in Reston and Loudoun. http://olli.gmu.edu

Arlington Learning In Retirement Institute (ALRI)
Those over the age of fifty may enroll in non-degree, college-level courses in subjects from the Social Sciences, History, Law and Public Affairs to Science and Engineering at a number of locations in Arlington. Members also participate in social activities including membership in a range of clubs on topics such as travel, current events, cinema, and bridge. http://www.arlingtonrl.org/

RETIRED IN RETIREMENT

Retirement Finances

If you are a classified employee, you were automatically enrolled in the Virginia Retirement System (VRS) upon hire. If you are faculty, during your first 60 days after hire, you made a choice to be in VRS or the Optional Retirement Program (ORP).

Virginia Retirement System (VRS)
VRS is a defined benefit plan. Your retirement benefit is based on your age at retirement, your average final compensation (the average of your three consecutive years of highest salary), and your years of service. VRS has a range of very helpful publications, online information and tools to assist you as you plan for retirement including information on VRS administered programs such as retirement, life insurance, health insurance credit, and the Virginia Sickness & Disability Program (VSDP). http://www.varefire.org

Optional Retirement Program (ORP)
ORP is a defined contribution plan for faculty only. Mason contributes the equivalent of 10.4% of your annual salary into an account in your name with your choice of either Fidelity Investments or TIAA-CREF. Vesting is immediate and your retirement benefit is based on the contributions paid into the plan and the investment gains and losses on these contributions. http://hr.gmu.edu/benefits/retireopt2.php

Retirement Benefits

Health Insurance
Health coverage in retirement depends upon your age. There are two health plans for retirees. One plan, a continuation of your choice of COVA Care, COVA HDHP, or Kaiser Permanente, is for retirees and covered family member who are under age 65. The other plan, called Advantage 65, is for retirees and covered family member who are age 65 and up. Advantage 65 is a Medicare-coordinating Plan administered by Anthem Blue Cross/Blue Shield. http://www.dhhr.state.va.us/customers/retirees.html

Retiree Health Credit
If you have a minimum of 15 years of creditable service at retirement, you are eligible for a health insurance credit to assist you with the cost of your insurance premium.

Life Insurance
Retirees are eligible for paid life insurance in retirement. For details on both the retiree health credit and life insurance, visit www.varefire.org and click on “Insurance in Retirement” under Retirees.

Help With the Details
Because the details around your retirement finance and health insurance coverage can be complex, you will need to meet with a Benefits Administrator at least three months before retiring. Please call (703) 993-2000 to schedule an appointment.
Declaw the Bear: Making Peace with Financial Markets

Join us in November for sessions from our Life Planning Seminar Series and Mason Investment Series dealing with financial planning or financial market topics.

**November 5th – 12:00-1:00pm**
“Boomer Financial Planning”
Thomas C. West of Thomas West Financial Services

**November 18th – 1:00-2:00pm**
*New Session Title!*
“Staying on track in a volatile market”
Maria Kersey, TIAA-CREF

To register for these sessions, please visit [http://hr.gmu.edu/training](http://hr.gmu.edu/training) and click on course calendars.

**Coming Soon!**
**November 20th – Time TBD**
“Find the right investment strategy in a volatile market”
Chris Greenlaw, Fidelity Investments

##########

In addition to our seminar series, one-on-one counseling with TIAA-CREF and Fidelity Investments is available. Please visit [http://hr.gmu.edu/benefits/retire/tiaa.php](http://hr.gmu.edu/benefits/retire/tiaa.php) for details.
MASON PARENTS-TO-BE:

Your Sittercity employee perk can help you care for your new arrival!
The excitement of planning for your baby shouldn’t be clouded by the worry over finding a trustworthy, reliable caregiver. Whether you’re in search of a full or part-time babysitter or nanny, Sittercity makes it safe and simple to find a child care provider you can trust.

YOUR MEMBERSHIP INCLUDES: *

- Access to hundreds — even thousands — of caregivers in your own backyard
- Sittercity’s Four-Step Screening Process
- Caregiver background checks
- Caregiver ratings, parent reviews and references
- Comprehensive caregiver profiles with photos, certifications, distance from you and more

HOW TO USE SITTERCITY

- Sittercity is a resource to find care providers that you use on a normal everyday basis.
- As a "self-service” solution, parents are in the driver's seat to choose the perfect caregiver for their family.
- All arrangements including the hiring decision and payment of their sitters are made by the parent.

WHAT DO I DO NOW?

1. Go to www.sittercity.com/georgemasonu and register today to set up your free account!
2. Use Sittercity.com to find the PERFECT child care provider for your family.

As featured in:

[Logos of various media outlets]

sittercity.com

* Sittercity individual membership has an annual value of $95.88
George Mason University's pioneering spirit and habit of excellence have attracted some of the brightest minds in the country.

Mason is only minutes from the nation's capitol, close to cultural activities, excellent schools, and vibrant neighborhoods in a region known for its dynamic growth and opportunity.

Since it became an independent institution in 1972, George Mason University has become a major educational force and earned a reputation as an innovative, entrepreneurial institution. Enrollment is approximately 30,000 with students studying more than 150 degree programs at the undergraduate, masters, doctoral, and professional levels in Arlington, Fairfax, Loudoun, and Prince William Counties. In large part, Mason's success is due to its talented and dedicated employees. Mason has approximately 2,600 academic positions and 1,500 employees who serve in a variety of non-teaching positions.

Because balancing the demands of work and personal life is tough, Mason offers a number of ways to help employees achieve and maintain work-life balance. Mason offers eligible employees health and life insurance, as well as retirement plans and long-term care insurance. Annual vacation, personal, and sick leave are also benefits. Beginning in fall 2009, rental housing will be available for new faculty and staff at Masonvale, a new residential development located on the northeast corner of the Fairfax campus.

Come be a part of our Mason community. Explore your opportunities at jobs.gmu.edu.

George Mason University is an equal opportunity/affirmative action employer.
## Criminal Background Check Statistics

*(Does not include Freedom Center or Hemlock Overlook)*

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Number of Checks Run</td>
<td>71</td>
<td>307</td>
<td>301</td>
<td>230</td>
</tr>
<tr>
<td>Basic</td>
<td>65</td>
<td>291</td>
<td>289</td>
<td>227</td>
</tr>
<tr>
<td>Financial</td>
<td>6</td>
<td>16</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Total Number of Misdemeanor Hits</td>
<td>7</td>
<td>16</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>Total Number of Felony Hits</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Number of Applications Changed</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Number Pre-adverse Action Letters Sent</td>
<td>0</td>
<td>3</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Number Adverse Action Letters Sent</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Applicants Not Hired Due to Check</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Applicants Not Hired for Other Reasons</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Number Pre-adverse Action Letters Sent</td>
<td>0</td>
<td>3</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Number Adverse Action Letters Sent</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Applicants Not Hired Due to Check</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Applicants Not Hired for Other Reasons</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>% Applicants Not Hired Due to Background Check</td>
<td>1.41%</td>
<td>1.30%</td>
<td>0.33%</td>
<td>0.87%</td>
</tr>
<tr>
<td>% Pre-adverse Letters to Total Checks</td>
<td>0.00%</td>
<td>0.98%</td>
<td>2.66%</td>
<td>0.87%</td>
</tr>
<tr>
<td>Average Time for Applicant to Initiate (max)</td>
<td>1.36 days (13)</td>
<td>4.51 days (66)</td>
<td>4.17 days (56)</td>
<td>6.15 days (138)</td>
</tr>
<tr>
<td>Average Time for HireRight to Complete (max)</td>
<td>3.39 days (25)</td>
<td>2.94 days (16)</td>
<td>2 days (20)</td>
<td>1.43 days (36)</td>
</tr>
<tr>
<td>Average Time for Entire Background Check (max)</td>
<td>4.79 days (27)</td>
<td>7.47 days (67)</td>
<td>6.21 days (58)</td>
<td>7.58 days (139)</td>
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</table>
### Employee Relations Contacts

#### People Assisted By Employment Type

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified</td>
<td>193</td>
<td>56%</td>
</tr>
<tr>
<td>Faculty</td>
<td>136</td>
<td>39%</td>
</tr>
<tr>
<td>Non-Employee</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Non-Student Wage</td>
<td>8</td>
<td>2%</td>
</tr>
<tr>
<td>Student Wage</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>347</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Total Number of Events by Employment Type

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified</td>
<td>443</td>
<td>61.2%</td>
</tr>
<tr>
<td>Instructional and Research Faculty</td>
<td>109</td>
<td>15.1%</td>
</tr>
<tr>
<td>Administrative/Professional Faculty</td>
<td>130</td>
<td>18%</td>
</tr>
<tr>
<td>Wage</td>
<td>15</td>
<td>2.1%</td>
</tr>
<tr>
<td>Other (adjunct, full department, etc.)</td>
<td>27</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>724</td>
<td>100%</td>
</tr>
</tbody>
</table>