HR Connections Meeting

April 17, 2019
McKimmon Center
**Welcome / Greetings / Introduction of New HR Team Members**

*Host: Kevin Rice, Director of Learning and Development*

*April 17, 2019  -  (REVISED)*

<table>
<thead>
<tr>
<th>Discussion Item</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Welcome</td>
<td>Kevin Rice</td>
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<tr>
<td>✓ Guest Speaker – Athletics Department</td>
<td>Ryan Kindt</td>
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<tr>
<td>✓ Guest Speaker – Campus Smiles</td>
<td>Tracy Parson</td>
</tr>
<tr>
<td>✓ OnBoarding Center Updates</td>
<td>Amy Grubbs</td>
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<tr>
<td>✓ 2018-19 Performance Appraisal Cycle</td>
<td>Kathy Woodford</td>
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<td>✓ Approval Process for 9-Month Faculty</td>
<td>Senadzi Kpeglo</td>
</tr>
<tr>
<td>✓ Talent Acquisition – New Service Model</td>
<td>David Perryman</td>
</tr>
</tbody>
</table>
Guest Speaker

Ryan Kindt, Director of Ticket Sales
2019 NC STATE FOOTBALL
NC STATE STAFF & FACULTY OPTIONS
2019 Schedule

- August 31 vs. ECU
- September 7 vs. Western Carolina
- September 21 vs. Ball State
- October 10 (Thur.) vs. Syracuse
- November 9 vs. Clemson
- November 16 vs. Louisville
- November 30 vs. UNC

Visit gopack.com/fbtickets for more information
2019 SEASON TICKET PRICES
NC State Staff & Faculty Qualify for Exclusive Football Savings!

- **$323- NC STATE STAFF & FACULTY EXCLUSIVE PRICE**
  - Savings of $76 (19%) per ticket, limit of 4 season tickets
  - Additional tickets are $399, subject to availability, and priority limits
  - Reserved seat to all 7 home games
  - Select seats in staff & faculty sections- 5, 6, 13, 14, & 320
SEATING MAP AND DEADLINE

• **PRIORITY SEATING DEADLINE:**
  - MAY 1, 2019

• **ALL SEASON TICKET AND SEASON PARKING ORDERS MUST BE SUBMITTED BY THE MAY 1ST PRIORITY DEADLINE TO BE INCLUDED IN THE ONLINE SEAT SELECTION PROCESS**
STAFF & FACULTY PARKING OPTIONS & PRICES

- **Wolfpack Club member complimentary parking pass**
  - Faculty/Staff can park in the Faculty/Staff lot, provided they are also an active member of the Wolfpack Club Teammate Level ($120/year) or above.
  - Passes will be allocated based on Wolfpack Club priority.
  - Limit of One (1) at discount
FOOTBALL PARKING (CONTINUED)

• Complimentary parking non-Wolfpack Club member
  – Non-Wolfpack Club members parking will be available in the College of Veterinarian (CVM) parking deck.
  – Limit of One (1) at discount
FOOTBALL PARKING (CONTINUED)

• Discounted $112 Price
  – Faculty/Staff members who are not Wolfpack Club members and do not wish to join the Wolfpack Club may choose to purchase a pass for the Faculty/Staff and Varsity Club Lot (if available) at the discounted rate
  – $28 discount from full price parking pass
  – Limit of one (1) at discounted price
**FOOTBALL PARKING (CONTINUED)**

- **$140 Parking Pass**
  - Full priced season parking pass selected in online parking selection process
  - Can buy multiple passes, but subject to priority limits
WOLFPACK CLUB

- Membership starts at just $120 per year
- Multiple benefits for being a Wolfpack Club member
  - Benefits vary by level
- Provides private financial support for athletic scholarships and facilities for NC State

VISIT WOLFPACKCLUB.COM FOR MORE INFORMATION
ONLINE SEATING AND PARKING SELECTION

• **You select your own seats!**
  - Online portal allows Staff & Faculty members the ability to view and select available annual seating and parking locations at a pre-determined and individual appointment time.
  - Appointment times will begin in mid-May.

• **Staff & Faculty members are able to select their discounted season tickets in Staff & Faculty sections**
  - **EXCLUSIVE BENEFIT:** Faculty & Staff can keep the same seat location each year
SEASON TICKET & PARKING APPOINTMENT TIME PROCESS

1. Wolfpack Club Members Priority, including Staff & Faculty orders

2. Non-Wolfpack Club member orders by date of sale, including Staff & Faculty orders

3. Non-Priority Selection Times - Annual Season Tickets and Parking
PAYMENT PLANS

- Spread out your season ticket cost (no extra fees)
- More installments the earlier you purchase
  - Payment 1- Initial Payment
  - Payment 2- Due: May 1
  - Payment 3- Due: June 1
  - Payment 4- Due July 1
- *Number of payments will vary based upon time of order.*
WOLFPACK CUSHION SEAT BACKS

- Your waterproof, cushioned seat back will be installed at your seats for the entire 2019 season!
  - $48 per seat back (Order by July 1)
  - $57 per seat back (July 2 to Aug 1)
  - $63 per seat back (After Aug 1)
WHY BUY SEASON TICKETS?

- Guarantees you the same seat to every home game
- Opportunity to buy season parking
  - Not required, but do need season tickets to get complimentary parking options
- Discounted season tickets & parking; no discount on single game or mini plans
- Ability to have same seats each year
- Free electronic ticket transfer or re-sale on StubHub
- Additional benefits by joining the Wolfpack Club
Join Wolfpack Athletics in honoring our service men and women by donating your unused sporting event tickets to Vet Tix through your online account. All home Wolfpack Athletics event tickets purchased may be donated up to 4 days prior to the event by logging in to your account.

HOW TO DONATE YOUR TICKETS

DONATE NOW
You can now sell your tickets on StubHub, our Official Fan-To-Fan Ticket Marketplace!
MINI PLANS & SINGLE GAME TICKETS

- **Mini Plans:**
  - Available in June
  - Normally cost about $200
  - Gets you a ticket to 3 home games
  - Perfect for busy schedules

- **Single Game Tickets:**
  - Available in July
  - No single game discount for Staff & Faculty
  - Tickets may not be available to all games (sellouts)
  - Group tickets (15 or more tickets in one purchase) may also be available
Season Ticket Discounts

- Season tickets available to all 10 ticketed sports
  - **Reserved Seating & Discounts:**
    - Football- $323
    - Men’s Basketball- Coming Soon!
    - Women’s Basketball- $50
    - Baseball- Coming Soon!
  - **General Admission Venues:**
    - Men’s & Women’s Soccer- $50
    - Volleyball- $50
    - Softball- $50
    - Wrestling- $30
    - Gymnastics- $30

- Free ticket on game day for all sports except football & men’s basketball; but not guaranteed

- Find more information on Wolfperks
How to Purchase

- Online through Wolfperks:

WolfPerks

NC State Athletics

NC State Staff and Faculty are eligible to receive FREE admission to all sporting events (excl: Men’s Basketball, Football, and certain Women’s Basketball and Baseball games).

Staff and Faculty also are eligible to receive DISCOUNTED season tickets for all ticketed sports. Season ticket purchases for football and men’s basketball include a free parking pass! For more information, visit GoPack.com or call the Athletics Ticket Office at (919) 865-1510.

NC State Football

FALL IS FOR WOLFPACK FOOTBALL!
STAFF & FACULTY TICKET OFFICE REPRESENTATIVE

Skylar Chilton
- Account Representative
- Class of 2017
- (919) 865-1427
- rschilto@ncsu.edu
How To Purchase (continued)

- **Through Wolfperks or Skylar Chilton**

- **Through the Athletics Ticket Office:**
  - Website: GoPack.com/FBTickets
    - Live chat option available
  - Phone: (919) 865-1510
  - Email: ticketoffice@ncsu.edu
  - In-person: 5400 Trinity Rd.
    - Office Hours: Monday-Friday, 8:30am - 4:30pm
QUESTIONS?
Guest Speaker

Tracy Parsons, Patient Relations Manager

Campus Smiles
COMPREHENSIVE DENTISTRY
AT NORTH CAROLINA STATE UNIVERSITY

*Accepting all PPO Insurance plans
Amy Grubb, Manager
OnBoarding Center Updates
Kathy Woodford

Employee Relations

2018-19 Performance Appraisal Cycle
## 2018-2019 Performance Appraisal Cycle

<table>
<thead>
<tr>
<th>Performance Appraisal Activity</th>
<th>Timeline / Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Appraisal Cycle Begins</td>
<td>April 1, 2018</td>
</tr>
<tr>
<td>Supervisors Meet with Employees (Performance Plans)</td>
<td>April / May 2018</td>
</tr>
<tr>
<td>Probationary Employee Quarterly Appraisals Due</td>
<td>July 31, 2018</td>
</tr>
<tr>
<td>Interim / Probationary Employee Quarterly Appraisals Due</td>
<td>October 31, 2018</td>
</tr>
<tr>
<td>Probationary Employee Quarterly Appraisals Due</td>
<td>January 31, 2019</td>
</tr>
<tr>
<td>Performance Appraisal Cycle Ends</td>
<td>March 31, 2019</td>
</tr>
<tr>
<td>Supervisors Meet with Employees (Appraisals)</td>
<td>April / May 2019</td>
</tr>
<tr>
<td>Annual Appraisals (Ratings) Due</td>
<td>May 30, 2019</td>
</tr>
<tr>
<td>2019/2020 Performance Appraisal Cycle Begins</td>
<td>April 1, 2019</td>
</tr>
<tr>
<td>Supervisors Meet with Employees (Performance Plans)</td>
<td>April / May 2019</td>
</tr>
</tbody>
</table>
Program Structure

- **Coverage**
  - All SHRA employees across the UNC system
  - The policy change **does not** apply to EHRA employees

- **Performance Cycle**
  - Annually: April 1st to March 31st

- **Annual Appraisal and Performance Plan**
  - Due May 30th of every year

- **SHRA Performance Appraisal Format**
  - Consistent across all UNC Institutions
Program Structure

- **Performance Plan** (Parts 1-5 of the SHRA Appraisal Form)
  - Five Institutional Goals + One Supervisor Goal (set by UNC System)
  - Three to five Individual Goals (set by the supervisor)
  - Talent Development / Learning Plan

- **Off-cycle Reviews** (Part 6 of the SHRA Appraisal Form)
  - Interim, Probationary, Transfer, Employee Requested, and Management Driven

- **Three Point Rating Scale** (Part 7 of the SHRA Appraisal Form)
  - For each institutional goal, individual goal, and overall rating

- **Overall Comments Section** (Part 8 of the SHRA Appraisal Form)
  - Comments in each performance plan section not required
Program Structure

- Next-Level Supervisor Review (Parts 5 & 9 of the SHRA Appraisal form)
  - Signs employees’ annual appraisals and performance plans

- Appeal Rights (Part 10 of the SHRA Appraisal Form)
  - Overall Rating of “Not Meeting Expectations” is grievable based on the University’s SHRA Employee Grievance Policy

- Consistency (Calibration)
  - Process of checks and balances to ensure the consistency of performance expectations and ratings across employees

- Expectation of Ongoing Coaching and Feedback
  - At least 3 discussions annually: Planning, Feedback, Appraisal
Appraising & Scoring: Supervisor Duties

- Rate employees on the institutional and individual goals based on their performance; be aware of rater biases
- Determine a final overall score/rating: add the sum of the institutional goals to the sum of the individual goals
- Ensure that comments justify and align with the performance ratings assigned
- Present the appraisal to the next level supervisor for review and signature before meeting with employees
- Meet with employees and provide candid feedback about their performance throughout the cycle, clarify expectations and provide resources for improvement
- Submit ratings to designated College/Division contacts for entry into HR System by 5/30/2019
Performance Plan: Supervisor Duties

- Assign weights to each institutional goal
- Develop 3-5 individual goals and assign weights to each
- Create at least 1 developmental goal (recommended)
- Present the completed performance plan to the next level supervisor for review and signature
- Meet with employees to discuss and sign off on the performance plans
- Complete all employee performance plans by May 30th
  - Each college/division may establish other deadlines/processes
  - For new hires, guidance is to complete within first 60 days
Contacts & Additional Resources

- **Human Resources**
  - College/Division HR Representative
  - University HR Employee Relations Team
    - **Phone:** (919) 515-6575
    - **Email:** employeerelations@ncsu.edu

- For more information about the performance appraisal program or for additional online resources, please visit the Employee Relations website:
  - [https://er.hr.ncsu.edu/performance-management/performance-management-new/](https://er.hr.ncsu.edu/performance-management/performance-management-new/)
Senadzi Kpeglo

Continuous Improvement

HRIM Approval Process for 9-mos Faculty (T/TT and NTT)
Hired for Fall Semesters
Project Scope

- Determine the most efficient process to hire a 9-month faculty (T/TT and NTT) while providing them access to NC State University systems prior to their official hire date of August 16 to allow for a more streamlined and employee-centric onboarding experience.
Opportunities for Improvement
Assessing The Data

- **3 year average**: 189 (T/TT & NTT)
- Mostly impacts 5 colleges
- Low number of no-shows

### Hire, Rehire, or Additional Jobs*
- 2016: 204 employees (59 T/TT)
- 2017: 175 employees (35 T/TT)
- 2018: 188 employees (35 T/TT)

### Non-Tenure: Hire, Rehire, or Additional Jobs*
1. College of Humanities and Social Sciences
2. College of Education
3. College of Engineering
4. College of Design
5. Poole College of Management

### Class Cancellation or Employee Did Not Report*
- 2016: 8 employees
- 2017: 2 employees
- 2018: 4 employees

*With July 1 start date

Requires accurate PeopleSoft
# Possible Solutions

<table>
<thead>
<tr>
<th></th>
<th>Solution 1</th>
<th>Solution 2</th>
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</thead>
<tbody>
<tr>
<td><strong>Actions</strong></td>
<td>HRIM will approve hiring actions (as they are received) for 9 month T/TT and NTT faculty that have a start date of July 1.</td>
<td>Change REG 05.20.07 to allow for new 9 month T/TT and NTT faculty to receive July pay.</td>
</tr>
<tr>
<td></td>
<td>HRIM will provide a list of new 9 month T/TT and NTT faculty to Payroll prior to the July payroll lockout. HRIM will include HR Leads on the email to Payroll.</td>
<td>HRIM will approve hiring actions (as they are received) for 9 month T/TT and NTT faculty that have a start date of July 1.</td>
</tr>
<tr>
<td></td>
<td>Payroll will manually stop payment on each employee on the list provided from HRIM.</td>
<td>Payroll will need to assist in the collection of an overpayment in the instance a new 9 month T/TT or NTT do not show for work or a class is canceled.</td>
</tr>
<tr>
<td><strong>Hiring Departments</strong></td>
<td>Hiring departments/colleges will not need to enter a “No Pay” action for the employee (unless the employee needs access earlier than July 1). This will eliminate the duplication of effort by the department/college HR partner.</td>
<td>Same as Solution #1</td>
</tr>
<tr>
<td>and Colleges</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Related Issue(s)</strong></td>
<td>Internal HR units including Payroll have confirmed that this option will not negatively impact their operations.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>This will have an impact on new 9 month T/TT and NTT that are funded or partially funded via grants as they are budgeted to begin payment in August</td>
</tr>
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</table>
## Program Highlights

<table>
<thead>
<tr>
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<th>2018 - 2019 Performance Cycle</th>
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<tbody>
<tr>
<td><strong>Annual Cycle</strong></td>
<td>April 1st to March 31st</td>
</tr>
<tr>
<td><strong>Rating Scale</strong></td>
<td>Three-point rating scale</td>
</tr>
<tr>
<td><strong>Employee Plan</strong></td>
<td>Performance Plan: Institutional Goals, Individual Goals, Talent Development Goals</td>
</tr>
<tr>
<td><strong>Institutional Goals</strong></td>
<td>Five goals for all SHRA employees + One additional goal for supervisors; <strong>cannot</strong> be changed</td>
</tr>
<tr>
<td><strong>Individual Goals</strong></td>
<td>Three to five strategic goals written by the supervisor for each employee for the current performance cycle</td>
</tr>
<tr>
<td><strong>Off-Cycle Reviews</strong></td>
<td>Interim, Probationary, Other (Transfer, Management-Driven, Employee-Requested)</td>
</tr>
<tr>
<td><strong>Next-Level Supervisor Review</strong></td>
<td>Next-level supervisor reviews and signs employees' performance plan and annual appraisal before being issued to the employee</td>
</tr>
<tr>
<td><strong>Consistency (Calibration)</strong></td>
<td>Check and balance process to ensure the consistency of expectations and ratings</td>
</tr>
</tbody>
</table>
| **Annual Appraisal**           | Complete between April 1\(^{st}\) and May 30\(^{th}\)  
|                                | Supervisor rates each institutional goal and individual goal and calculates an overall final rating |
| **Comments**                   | One overall supervisor comment section; employees attach comments and check the box on the form indicating that comments are attached |
| **Appraisal Form**             | Human Resources provides an electronic version of the form (MS Word) |
David Perryman, Director

Talent Acquisition & Employment

Talent Acquisition - New Service Model
Re-aligning Talent Acquisition: Transition to a Function-Driven Model

David Perryman
Director, Talent Acquisition and Employment

HR Connections
April 17, 2019
Today’s presentation will cover...

• Overview of Talent Acquisition
• Review of Current Model
• Proposal of Function-Driven Model (AKA “Verticals”)
  – Benefits of Function-Driven model
  – Considerations of Function-Driven model
• Next Steps
Overview of Talent Acquisition

David Perryman  
Director, Talent Acquisition and Employment

Talent Acquisition
- Shannon Boatwright
- Julie Strachota
- Jeff Armstrong
- Kim Wadsworth (Temporary)

Background Check Program

International Employment

University Temporary Services (UTS)

Talent Acquisition Services:
- Recruitment consultation, advisement, and assistance for SHRA, EHRA, and Faculty positions
- Advertisement strategies to attract diverse candidate pools
- Applicant screening, evaluation of assessment tools
- Interview prep, reference checking, and salary negotiations
- Training for hiring managers, search committees and campus HR partners
- Compliance with University, State, and Federal regulations
Current Model: Division of Labor by OUC

Relationship-centered Model
The Issue

Focused on internal HR relationships, the OUC-driven talent acquisition model has limited capacity to address emerging needs of hiring managers and candidates in a highly competitive talent market.

Our current service model results in:

• Inconsistent candidate experience (same person applying for positions in different units is having very different experiences)
• Less-than-optimal hiring manager experience including expectations that hiring managers are entirely self-sufficient in recruiting and evaluating talent
• Generalized processes that produce average results
The Idea(s)

Re-align Talent Acquisition Consultant responsibilities into functional specialities (AKA verticals).

• Shifts focus from being stewards of standardized processes to **finding and assessing talent**.
• Modeled after corporate recruitment functions, staffing agencies, etc. Also used heavily in marketing.
Proposed Model: Division of Labor by Function

Knowledge-centered Model

<table>
<thead>
<tr>
<th>Consultant 1</th>
<th>Consultant 2</th>
<th>Consultant 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>Business Excs</td>
<td>Hospitality / Retail</td>
</tr>
<tr>
<td>Academic Execs</td>
<td>Accounting/Finance</td>
<td>Facilities</td>
</tr>
<tr>
<td>Veterinary Med.</td>
<td>Information Tech.</td>
<td>Skilled Trades</td>
</tr>
<tr>
<td>Research</td>
<td>Human Resources</td>
<td>Health and Safety</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>Administrative Supp.</td>
<td>Transportation</td>
</tr>
<tr>
<td>Libraries</td>
<td>Legal Affairs</td>
<td>Engineering</td>
</tr>
<tr>
<td>Athletics</td>
<td>Marketing</td>
<td>Medical Services</td>
</tr>
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</table>

Natural Information Flow
Benefits of a Matrixed Model

• Complements college/divisional organizational structure
• Increases capacity for stronger functional knowledge
  – Better recruitment capabilities within verticals
  – Better assessment capabilities within verticals
  – Better applicant experience within verticals
• More adaptable to changes in industries, changes in structure, alignment with consultant skills and knowledge
• Greater opportunity for identification of best practices across University
• Increased knowledge of candidates across postings
Division of Labor [Tentative Groupings]

Academic / Research / Extension (1 FTE)

SHANNON BOATWRIGHT
- Academic Administration (Deans, Department Heads)
- Coaching/Training (Athletics)
- Faculty (Tenured/Tenure Track)
- Faculty (Non-Tenure Track)
- Extension & Outreach
- Library/Librarian
- Research Scientists / Research Professionals
- Faculty / Academic Affairs Programs

Institutional Operations (2 FTE)

JULIE STRACHOTA
- Non-Academic Administration
- Legal Affairs
- Marketing, Communications, and Media & Creative
- Research Compliance (Contracts and Grants)
- Accounting, Finance, and Budget
- Purchasing and Procurement
- Real Estate
- Human Resources
- Information Technology (IT)
- Administrative Support & Office Management
- Alumni Affairs, Fundraising & Advancement

JEFF ARMSTRONG
- Student Affairs & Student Services
- Library Services
- Admissions & Student Records
- Health, Medical, & Veterinary Services
- Social Work/Counseling
- Food Services & Hospitality
- Retail Operations
- Transportation/Logistics
- Skilled Trades
- Facilities Management
- Engineering & Architectural
- Police/Fire/Public Safety/Security
- Environmental Safety
- Research Support (Research and Lab Operations)
What does this mean for...

For Campus HR Offices:

- Adjustment to working with specialized Talent Acquisition Consultants supporting your organization
- Strengthens College/Division HR Leadership as process and procedure experts for units
- We’ll need your help to build bridges to our hiring managers
What does this mean for...

For Talent Acquisition:

• Consultants will require some training/re-training in functional areas/verticals
• Will require us to monitor our queues differently to look for functions, not OUCs
• Will require cross-training in functional areas for coverage and sustainability
• Recruitment for new consultants may require knowledge of specialized fields
• Consultants will attend industry/function specific events and campus groups (such as IT Directors)
• We will still invest time to meet with you and understand each college, division, and customer
What does this mean for...

For Hiring Managers:

- Will get more value out of Consultant knowledge of recruitment strategies, viable applicants, etc.
- Stronger support and expertise in evaluating talent in pools
- Access to more tailored resources such as niche job boards, best practices that have worked across campus, interviewing guides based on targeted professions, etc.

Imagine potentially having viable candidates on the first day of your recruitment--perhaps someone who was recently interviewed for another similar position on campus.
What does this mean for...

For Applicants:

- A better experience when exploring careers at NC State--with the ability to connect with a recruiter who is familiar with jobs in your profession across the University
- Better job search experience through enhancement to the Jobs website to include filters by functional areas
What does this mean for...

For NC State:

• Greater capacity and effectiveness in marketing NC State University opportunities to potential candidates
• Access to best practices and gaining efficiencies across units/organizations
• More flexible model to adapt to changes in priorities and/or industries (i.e. if IT recruiting is challenging, one recruiter to train vs. several to train)
• More consistent assessments of prospective talent across the university
• Through proactive recruitment and stronger assessment, ultimately a faster process (TTF)
Considerations for New Model

• Colleges, Divisions, Departments will no longer have a specifically assigned Talent Acquisition Consultant (“my consultant”)
• Potential for inconsistency within OUCs, but improved University-wide consistency across OUCs in functional areas (i.e. recruiting IT in OUC 1 will feel more like IT in OUC 2)
• Requires ability to integrate new functional areas as they emerge and navigate “gray areas” when recruitments do not fit in one specific functional area
• System changes may be needed to monitor volume and effectiveness of model
Next Steps

• Plan, Design, Communicate
  – Present to HRAC [COMPLETE] and gather feedback
  – Incorporate feedback/input [COMPLETE]
  – Evaluate jobs for functional grouping [in progress]
  – Present to HR Connections [in progress]
  – Evaluate Consultant competencies and knowledge
  – Modify systems (esp. PeopleAdmin) for new service model

• Implement and Communicate
  – Assign active recruitments
  – Communicate groupings, assignments

• Evaluate and Make Adjustments
  – Monitor volume/activity for load balancing
  – Monitor effectiveness and seek feedback
  – Leverage measures and metrics for analysis
Thank You

Other Announcements:
Awards for Excellence – June 11, 2019