

Administrative Professional Council
Business Meeting Agenda
January 9, 2017 – 8:30-10:30 a.m.
Senate Complex
MINUTES

Members Present:

Matt Klein (1), Dan Banuelos (2), Lynn Borngrebe (2), Dawn Nottingham (2), Barb Gustison (3), Jerick Flores (4), Shay Webb (4), Elaine Kim (5 alternate), Melissa Emerson (6), Karl Bendix (6), Catherine Douras (7), Rick Novak (7), Kimberly Cox-York (8), Shannon Dale (8), Rosanna Bateman (9), Jessie Stewart (9), Gretchen Peterson (10), Jessica Cox (11), Lisa Metz (11), Shara Handley Pool (12 alternate), Brian Newell (13), Tenley French (14), Lesley Jones (14), Ruth Willson (15), Joanna Holliday (At-Large), Shannon Wagner (At-Large), Toni-Lee Viney (Chair), Deborah Yeung (Vice Chair), Jim Abraham (CPC Liaison)

I. Call to Order - 8:32am

II. Announcements

- APC Idea Box reminder
- Jan. 11 – APC PDI Session, *Fantasy Island*, 1:00 pm in LSC 386
- Feb. 7 – Open Forum with President Frank from 10:30-11:30 am in Cherokee Park Ballroom
- February meeting date has been changed from Feb. 13 to Feb.27 to accommodate Dr. Frank's schedule
- Feb. 27* – Tony Frank, Chancellor and President of CSU: Conversation about Employee Issues, **note the new date, this business meeting date has been adjusted for Dr Frank*. Same place (372-374) same time (8:30am-10:30am)**
- April 4 – APC Luncheon, save the date (subject to move)
- April 10 – Mary Ontiveros, Vice President for Diversity: Campus Climate Survey
- APC leadership positions

III. Guest Speaker(s)

- Marsha Benedetti, Associate Director, Training & Organizational Development (TOD) & Therese Lask and Michele Newhard, TOD Specialists: Supervisory Training Program
 - PDI session this morning is being held as well
- Introduction: their staff has tripled in the last few months, as the councils were integral in securing the budget enabling the launch of the supervisory training program. They are working on the branding of this program as well with a graphics designer.
- This involves about ~2000 supervisors total on campus.
- The pilot session helped as a test run to kick off. The feedback was positive and perceived as a positive commitment to campus and employee development.
- Why did we need a more formalized program? Campus feedback reflected a desire for more properly trained supervisors. This came from the councils and the campus at large in formal and informal manners. Once the additional funding was secured, they were able to hire the personnel and develop the training program. One piece that hasn't yet been put in place is the MANDATORY status. It has been encouraged from central admin (Dan Bush sent out a communication) and the hope is that supervisors will attend voluntarily and there won't be a need to make the training mandatory. Research shows that "people quit

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managers, not organizations." The cost of the resulting turnover is substantial. Gallup surveys show that only 30% of employees across the US are "engaged" and care about the quality/outcome of the work they produce. Managers account for ~70% of the variance in these data. Hence, these stats alone should (we are hoping) encourage our campus supervisors to take the training.

- Program Overview
 - Self-Discovery
 - Interpersonal Skills - how to handle conversations and give feedback and engage in conflict
 - Team Effectiveness - how to improve and bring people together
 - Systems Thinking - who else is impacted by decisions, impact on a broader scale
- They will provide a Certificate Program as well
 - Sometimes these are difficult for folks to attend. So, what is the least amount folks will commit to? They will start with foundation courses. These are the "must haves" that would be mandated (were we instituting the mandate). The hope is that this will prompt the avid learners to pursue the next tier courses.
 - The large bulk of the CSU community will go through the foundation courses: mindset for supervisors (4 hour), rules of the road (4 hour) inclusive excellence (3 hours) in 2 parts.
 - Core Courses - 8 total, there are 2 courses per focus area. Idea is to offer each of the courses once a semester
 - Elective List - most concentrated and detailed.
- **Certificate** - customized based on interest but must include all foundation courses, 4 core courses + 4 more elective courses. For a blending program, can receive credit for other efforts "self directed initiative"
 - There should be a focus on supervisors working with their supervisors to select courses that enrich their skills AS supervisors and leaders. Working with the 360-assessment effort (as this is an expensive program) to adapt the mindset class for an individualized development plan to this supervisory training program in a cost effective manner.
 - Strengths finders assessment involves self reflection and takes the first steps toward an individualized development plan.
- Program Courses
 - Contact these ladies for a more detailed summary of the courses.
 - Foundation Classes: Mindset for Supervision, Rules of the Road - provide answers for situational questions in the realm of supervision; Inclusive Excellence - diving into what this means at CSU
 - Core Classes: Self-Discovery includes strength-based leadership and the role of emotional intelligence in leadership; Interpersonal Skills include the power of feedback and inclusive conversations; Team effectiveness classes will dig into effective teams and creating a shared vision; Systems Thinking focuses on the bigger picture, the larger impact and embracing an appreciative inquiry necessary for a systems mindset.
- What's next? The foundations and core classes are set but the electives are still in development. They will permit addressing of evolving issues. A "LMS" (learning management system) is being implemented and will help the process become more efficient, easier to track and responsiveness to needs.

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- Challenges include how to market it to campus, finding space for classes and funds. The APC was instrumental in the attention to and subsequent rollout of this program.
- Q&A
 - How about supervisors of student employees? The "balancing act" elective addresses this and this is specific track that will be built out. They welcome feedback to this end.
 - FLSA implications - would love supervisors to exercise more of their tools regarding this and other issues on campus. Such needs would be beneficial to address within these courses.
 - Partners in HR are amenable to participating and could help direct and lead course content.
 - Goals to set up supervisors for success.
 - Space needs - there is currently a classroom in Johnson hall (16 person capacity), but this is not a solution. They have looked through facilities, LSC, future prospects, but nothing definite yet. They prefer trainings are interactive, so are looking for more space than is available with a classroom.
 - How to encourage supervisors to attend and spread the word? They have addressed this from the marketing perspective. This could be highlighted around employee evaluation time, possibly through a series of emails authored by Diana Prieto. How does this fit in performance management realm? It might not be mandated but if perceived as a best practice for leaders, that might be well received.
 - Crucial conversations - this is an elective class. There is a fee involved for this, however.
 - Mandatory piece - how would the accountability be mapped into such an edict? There is LMS in place, which would help in the future. Philosophically, it also puts participants in a certain mindset that might not lend to an open, productive mindset in taking these courses. They are thinking about metrics of success in conjunction with implementation of the LMS.
 - How to define supervisor? Anyone who has a direct report, including seasonal employees and student employees.
 - Tier of employment and marketing to all levels of authority here on campus. These conversations need to happen at a systems level. They have asked Dr Frank for a statement of endorsement.

IV. **Guest Speaker Topic Discussion**

- Model in TMS for AP Evaluations, can this be the model to articulate the supervisory development program and tie these systems together. These initiatives dovetail together well and should be addressed from the systems level. All councils support the evaluation process, so implementing the evaluation process would be a positive step in itself.
- Use of the word MANDATORY is discussed and both sides are considered. Use as a carrot instead of a stick. As an incentive, this will hopefully create the buy-in without using the word "required." Supervisors already have so many requirements; the administrative burden for researchers is at record high, so why add additional hoops?
 - Originally APC and CPC both supported making the development program mandatory. The LMS permits tracking and accountability, thus there is a tool to look at compliance and whether the expectation of participation is being met. Also, writing this into a given job description is a notable approach that might give the effort some teeth, provide a nudge and serve as an incentive.

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- This approach provides data with time incentives that would go over more favorably in the research realms instead of forcing MANDATORY compliance from the onset. Creating a compliance/non-compliance status might create more work and issues and the problem of enforcement.
- MANDATORY might also be unrealistic in scope and require too much work. Start with encouragement of colleagues.
- HR doesn't have a formal tracking of exiting employees; they code "why" people leave in Oracle, but could look at this further. There is a voluntary exit interview process available only if you leave CSU (not transferring). This is on the radar for HR.

V. Proposed Motions

- PASSED: Approval of December APC meeting minutes
 - Motion: Dan Banuelos
 - Second: Lisa Metz
- PASSED: Approval of Lydia Page as the representative to Area 15 (to replace Mark Barry)
 - Motion: Shannon Wagner
 - Second: Shannon Dale

VI. APC Initiatives Discussion

VII. Officer Reports

- Chair
 - Parking Plan Recommendations meeting - we have been involved heavily in this with several reps on the committee. Parking services taking plan to Lynn Johnson who will then take it to the BOG. Those recommendations were conveyed at the last meeting.
 - "Current Retirees will no longer receive a free parking permit" plan. Instead, they will only receive this for 5 years and then receive a Transfort pass. Future retirees will just receive the transport pass.
 - Budget can't support free permits to 30-year employees, but are considering a discount for some employees who qualify and make under a certain amount in salary (free under 50K, 50% off for under 75K).
 - Voices Salary campaign - EC has been working very hard with the communications committee and other councils on this. Hoping to launch this month.
 - Rick Miranda would like to meet with chair/co-chair of the councils to have a discussion about salaries. This meeting will be scheduled and Toni-Lee will report back on what that involves.
 - Child-care taskforce - developing a survey on childcare and eldercare, look out for that.
 - Memo coming for Tony Frank's visit going out via email. All but 2 committees have provided feedback via the SWOT analysis, but welcoming individual comments.
- Vice Chair - no formal report this month. Reminders for chairs retreat (Feb 1); communications committee has launched the new APC website (thank you!); Deborah will request a check-in with University committees and gauging membership for the coming year.
- Secretary - no report.
- Treasurer - no report.

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VIII. **Standing Committee Reports**

Executive Committee (Toni-Lee)

Awards (Kimberly Cox-York & Gretchen Peterson)

Communications (Shannon Dale)

Employment (Ann Bohm-Small & Melanie Calderwood)

Nominations & Elections (Shannon Wagner & Lesley Jones)

- Feb is meeting for electing new EC committee members, so this committee is accepting nominations now (can only come from current APC members). These are due by 2/23/17. Paper ballots will be used.

Policies & Procedures (Catherine Douras)

- Inclusive Physical and Campus Policy (see information in report) for your review.
Service & Outreach (Dawn Nottingham & Dan Banuelos)
Ad Hoc Budget Committee (Lynn Borngrebe)

IV. University Committee Reports (see next page)

Adjourned - 10:11am

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