

Staff and Leadership Development Steering Committee

Thursday, August 7, 2008

1:00 - 3:00 p.m.

Office of the Chancellor-Conference Room B

Minutes

***Present:** Keith Balaski, Cathy Bisser, Beth Fondell, Todd Harmening, Jeff Hudson, Betty Mayer, Don Mercado, Anita Rios (facilitator), Tina Royer, Cindy Schneider (recorder).*

Via ITV: Mary Bongers, Ed Choate, Ray Jensen, Trish Schrom

Via Conference Call: Ann MacDonald

***Absent:** Lori Lamb, Steve Fudally, Gary Simon, Julie Smendzuik-O'Brien, Nancy Paulson, Tina Royer*

***Guest:** Linda Skallman*

I. Welcome/Check-in

Anita opened the meeting by noting that there are four new members to the committee (Beth Fondell, Riverland; Steve Fudally, Lake Superior; Nancy Paulson, Central Lakes; Trish Schrom, MN State CTC), and that Associate Vice Chancellor Linda Skallman, one of the Executive Sponsors of the committee, was present.

II. New Member Introductions

Two of the four new members were present, they were asked to introduce themselves and tell briefly why they were interested in joining the committee. Introductions were then made around the room, with continuing members telling why they are continuing. Anita noted that an AFSCME representative is still needed; due to contract and work release issues, a more formal request for names is being done through Karen Foreman from the union.

III. Discussion with Executive Sponsor Linda Skallman

Linda noted that there is consistent regard and recognition of this group's thoughtfulness and clear and concise work. The committee has excellent structure and drive, and clear ties to its objectives. While there are clearly challenges in moving forward, mainly the budget, the committee should not let this hinder their work in doing so.

Don stated his appreciation for Linda's and Bill Tschida's efforts in championing the group with the Board of Trustees and the HR Committee.

Jeff noted that it would be helpful to have a better idea of when the work that the committee is doing needs to be taken to the next level, and when it should stay with the committee.

IV. FY09 Workplan – Overview & Major Initiatives

Anita explained that the workplan is driven from the 2006 Staff & Leadership Development Action Plan. The focus is on five key priorities from this plan. The plan also guides the committee's work – what are we doing, and how do we know it's effective.

Priority 1: Increased Focus on Communication

This is a top priority for the committee to work on in the coming year; to that end a new Communications Sub-Committee will be created. It was noted that in the 2007 employee survey, only 28% of employees stated that they are aware of training opportunities that exist within the system.

The focus is to increase this number and to find ways to get the message out to all campuses and OOC staff, at all levels, that there are training and development opportunities available to them.

Priority 2: Implement Effective Performance Management Systems

This priority is ready for the next steps to be developed. Suggestion that an RFP be done for the creation of a performance management tool.

Priority 3: Develop Leaders at all Levels of the System

The need here is to identify times that people need extra help in making transitions to the next level. Different training is needed for different levels. Currently, two have been offered for the last few years: Art and Science of Supervision and Luoma Leadership Academy. Two new programs will be rolled out this year with the Executive Development offerings for presidents and the Administrator Development Program.

Discussion:

How do we get people with potential recognized and moved forward in their careers?

There need to be some resources for managers to recognize people that have potential for positions outside of their bargaining units, and what is needed to get them prepared for those positions.

Succession planning principles could work well for this; however could be expanded to prepare people to take on leadership roles, instead of focusing on grooming a particular high-potential group.

Todd Harmening noted that leadership competencies could potentially be included in presidential evaluations; however this would be a question for the Leadership Council to take up. The council is aware of and interested in leadership competencies, they have been discussed at HR Committee meetings.

Priority 4: Provide System-Wide Training

We are continuing to fine-tune the e-learning resources, focusing on usability and accessibility.

Discussion:

Keith noted that there were plans to have a systemwide new employee orientation in D2L. Anita responded that originally that was the plan; however, the approach was changed to make those resources all available on the web, which has been posted since last fall. Betty noted that Century College created a D2L orientation program that supplements the system resources on the web. It includes additional training questions on harassment, data practices and other high profile issues. The program will be demonstrated at the fall HR Conference; there will also be a presentation of other projects that the staff development grants have funded.

Priority 5: Provide Campus-based Training and Leadership Development Programs

Focus is on how to get a wider range of campuses offering training to their staff. There is an imbalance between campuses; some offer a wide variety of training opportunities, and some offer very little.

Discussion:

Don questioned why assessing the effectiveness of leadership development programs was not on the overview, as this is an important issue to the Leadership Council. Return on Investment is a continued focus of the Council; suggestion is to find ways to communicate ROI to system leaders. Anita added that ROI is a part of the workplan for FY09.

V. Updates/Reports

FY09 Funding Updates – Anita Rios

At this time, it has not been confirmed that staff development grants will be available for FY09, however it is looking very hopeful. If funded, there will be \$100,000 available, up to \$5000 per campus project, or \$7500 for multi-campus projects.

The FY08 final grant reports are all online. This is a great resource for staff to get ideas for their own grant applications.

A contract extension for Anthony Miller and Bilal Dameh has been requested though early December, to continue to develop online training. Currently their positions are funded as a 50/50 split with Staff & Leadership Development and the Center for Teaching and Learning.

New Administrator Orientation – Jeff Hudson

This orientation is an update of the administrator orientation that Vicki Schoenbeck was previously in charge of. It is now part of a larger initiative through Staff & Leadership Development, the Administrator Development program.

The major change was to make it more interactive, with senior staff from the Office of the Chancellor participating more, and with more networking opportunities. The first day includes a panel discussion with senior staff, roundtables for various discussions with OOC system directors and senior staff, and a reception at the end of the day.

The second day, which is a half day, focuses on effective transitions. The content is guided by the book “The First 90 Days in Government” which all participants receive in advance.

The evaluations show that the orientation was well received and it seemed to make the OOC staff more “real” to people. One area receiving less positive feedback was the leadership competencies segment; many commenters stated that it was too basic and something they had heard many times before. Some of the changes suggested in the evaluations will be incorporated into the next orientation, in early October.

Code of Conduct e-learning Module: Anthony Miller

The Employee Ethics e-learning module is scheduled for roll-out in the next few weeks. Much time was spent with Gail Olsen and the Office of the General Counsel on specific areas; subject matter experts were also utilized as needed. The module runs about 20 minutes. It will be rolled out to every campus, and will be mandatory for OOC staff.

Don noted that the site has a nice look, and is easy to read. There still seem to be some issues with answers not being graded correctly; particularly answers with more than one right answer can be graded wrong if just one wrong answer is chosen.

It was also noted that you really have to engage and focus on all of the screens to be able to take the test at the end, it can't just be skimmed over quickly.

Keith noted that there are some issues with tracking the security awareness training modules and he would like to see more control available to campuses on who to enroll.

Planning Committee Update – Todd Harmening

Todd discussed the HR Strategic Planning Template, which will be shared at the fall HR meeting. There will also be a roundtable discussion on Succession Planning at the HR conference. The Board of Trustees asked for more information on succession planning, which was used for the Chancellor's position. The template should be ready and available for use, but the initiative has to come from the Board, not this committee. Todd also noted that it would be helpful to have a state university representative on this subcommittee.

In answer to a question raised about incorporating the State Workforce Plan into this template, it was noted that a workforce development position will be opening in HR soon.

VI. Committee Sign-up for 2008-2009

Leadership Competency Task Force

This group has been together for two years, the focus is on creating and devising leadership competency templates, with the goal of attracting the right people with the right range of competencies. The template for HR includes interview questions and succession planning.

Planning Subcommittee (suggested name change: Succession/Career Path)

Question was raised whether this committee should disband or be continued. It was decided to wait and see what Jim Lee's new position ends up being. This committee should include brand new employee training, and career path information. A template for a career ladder could be created; not a step-by-step for employees, but more of a guide for supervisors in how they could develop their employees.

Staff Development Grant Selection Committee

Performance Evaluation Tool Subcommittee

Follow up on TrakStar pilot project, the contract goes until the end of the year. This project needs to move forward – what do we want this tool to do, and how will it work?

Executive Development Task Force, Part II

Members: Todd Harmening, Jan Mahoney, Julie Smedziuk-O'Brien, Beth Fondall

E-Learning Advisory Group

This group might be disbanded.

Communications Subcommittee

In addition to increasing communication about staff development opportunities, this committee will work on branding.

See FY09 Staff/Leadership Development Committee list for committee members.

VIII. Identity/Branding Discussion

There was not enough time to discuss this item and it was tabled.

The meeting was adjourned at 3:00 p.m.

Next Meeting: Tuesday, October 28, 2008, 1:00-3:00 p.m