

# University of Colorado Staff Council

9/1/2005  
10:00 AM  
UCDHSC Downtown  
Administration Building, Room 340

## Agenda

|  |                 |              |
|--|-----------------|--------------|
| Roll Call  | Joyce Holliday  | 10:00-10:02  |
| Approval of Meeting Minutes from<br>8/4/05             | Pat Beals Moore | 10:02-10:08  |
| Introductions  | Pat Beals Moore | 10:08-10:10  |
| Treasurer's Report                                     | Shari Patterson | 10:10-10:15  |
| Kevin Jacobs, HR Director UCDHSC                       |                 | 10:15-11:15  |
| Retreat Planning                                       | Pat Beals Moore | 11:15-11:30  |
| Lunch  |                 | 11:30-12:15  |
| Problem Solving Models of April<br>Conference Workshop | Jerry Davies    | 12:15 - 2:15 |
| Unfinished Business                                    | Pat Beals Moore | 2:15 - 2:20  |
| New Business   | Pat Beals Moore | 2:20 - 2:25  |
| Adjourn  |                 |              |

## Additional Information

**University of  
Colorado  
Staff Council**

9/1/2005  
10:00 AM - 2:25 PM  
UCDHSC Downtown  
Administration Building, Room 340

**Agenda**

**Roll Call**

**Joyce**

**10:00-10:02**

Frances Munoz; Pat Testamarta; Jim Langstaff; Sue Sethney; Velma Parker; Audrey Newman; Tim Martinez; Shari Patterson; Debbi Lapioli; Jennifer Lahlou; Pat Beals Moore; Joyce Holliday; Susan Barney Jones; Rod Muth; Kevin Jacobs; Anne Constain; Paul Perales; Paul Wyles

**Approval of Meeting Minutes  
from August 4, 2005**

**Pat Beals Moore**

**10:02-10:08**

Discussion: Pat T motion, Sue 2<sup>nd</sup>. Discussion or corrections. Motion regarding changing meeting dates. Was tabled until todays meeting.

Conclusions:

Action items:

Person responsible:

Deadline:

**Introductions**

**Pat Beals Moore**

**10:08-10:10**

**Treasurer's Report****Shari Patterson****10:10-10:15**

Discussion: Treasure report only expenses are travel and meals, encumbered lodging for retreat. Approx 200 for travel. Shari can send the travel voucher and the report if anyone requests.

Conclusions:

Action items:

Person responsible:

Deadline:

**Kevin Jacobs,  
HR Director UCDHSC**

**10:15-11:15**

- It's been a huge year for UCD/HSC campus with the consolidation. There have been reorganization, moving offices, and policy and procedure documentation review.
- Doing a huge communication blitz. Passed out material. Will be putting up new web sites that will consolidate campuses to fulfill areas of comprehension and easy to find what a person is looking for. Contact information, job postings, policies and forms.
- Held an open house last month with well over 100 people in attendance. There are currently 8000 employees on the UCD/HSC campus. Fill close to 800 positions per year. It is split in to three units; employee services, recruitment services, changing practice of understanding who is applying for jobs on campuses, is some talent being lost when only one person is being hired out of a search. Retain at entry level, need better training to move entry level people up. Unrealistic to think we are going to hire people for 20-30 years.
- Employee relations and training, performance management, termination, leave practices, dispute resolution, new employee orientation, sexual harassment,
- Customer service and records; maintaining personnel files, employment records, front line of reception, manage campus interface with pay roll and benefit services, compliance reviews, I-9 forms, background checks, maintaining job postings.
- Maintaining a satellite office at Fitzsimmons, will be closing it. There has been very little walk in at that location. Will move office to downtown location. Bldg 500 will maintain some services and a presence there.
- One of the initiatives of the consolidation that they all have a professional HR person on the search committee. Provides someone on the committee who has experience with HR duties. Has all HR professionals in the office are participating with searches, so they are out there getting to know people.
- Have developed a comprehensive search training program developed with ULDI (University Leadership Development Institute). They are presenting this program nationally as a basis for the training model. It contains a comprehensive, dynamic site based program; an on line program which mirrors that, professional outreach component; concept of having and HR professional on every committee, consulting. Working on improving diversity within these guidelines. Trying to make sure everything is done efficiently and appropriately in reaching out to candidates.
- Both handouts contain phone lists. The streamline process has changed for hiring a person. There was a long process of signatures to pass off on a chain of people. Have moved the communication to emails or forms on line. The budget office used to sign a one time payment, departments are going to be held accountable for managing their own budget.
- There is improvement and change, which is difficult for people to adjust to. In addition to change, there are new processes constantly because of state personnel rule changes that have to be implemented during all these other changes.
- Where do the temps come from – there are a variety of venues. The temps from the temp agency are ran through procurement. Six month temps are where there had a former employee, retiree, previous temps. You can bring anyone into a position, but limited to six months time within a state agency. It's six month with in a year.
- Aren't three part of CU considered as three separate agencies. Yes, and therefore a six month temp could work with any of the three campuses as three different agencies. Just as there are no bumping across the campuses.
- There was an audit of the boulder campus on personnel actions. We have moved approval authority on the downtown campus to HR on the downtown campus, moved professional exempt decision to

HR office. When Kevin approves a position for exemption, he takes it to a person in the HR office to review. People could create and approve an action, those actions have been separated. Some departments are too small to do this, so in place his supervisor is responsible to oversee.

- Leave sharing program – there is a bank of HSC did direct donation only. Downtown Denver, it went to a bank where it accumulated. It needs to be brought together within the policy of both downtown and HSC. They have enough leave within the bank to last a long time. They will maintain that bank, and a policy will be forthcoming.
- No longer require offices to send copies of social security cards to HR office. The hiring department has to retain copies in their records.
- The HR office is utilizing the PeopleSoft recruitment tool, recruit workforce used universally. Piloting it on the Denver campus. Have this available, and it's a very helpful tool for record keeping.
- If employees are brought in at above the minimum range, they will be reviewed and justified. Documentation needs to be provided for above a 10% increase. All professional exempt salary offers are also reviewed by the HR department before approval. They have broad bands of salaries within the exempt classifications. Consider internal equity, such as classified staff in salary decisions.
- Some services they are now offering; to speed up classified searches, screening classified applications in HR services first; step by step guides for all selection practices on web site and developing model timelines, different strategies that are available; development of an exempt professional performance management plan process; maintaining a database of potential employees who did not make the top of a job search; developing a more comprehensive list of competencies of applicants to put out referrals on PRAs. Policies, procedures and forms are being brought up to date and will be released soon. Working with academic affairs on one time pay and additional renumeration processes.
- Courses that will be offered this fall: team building, work place violence prevention,
- Campus exemption policy is ready, has been reviewed. A copy was passed out.
- Some members have questions about the article in the Silver and Gold.
- Motion to delay discussion the retreat planning. No discussion. Unanimous motion passes.
- We would like you expand on the growth of UCD/HSC number of exempt systems that have been created. Is there an increase or decline in classified positions. We have seen a little growth in classified, but not as much as in exempt. We are not looking for exemptions, or creating them. we are receiving requests as people make them, reviewing the criteria, there is a state audit currently in process regarding this process. There is no cap or quota. He leaves the request up to the person requisition the position, and approves as it fits within the guidelines. There is normal growth, requests, PRAs, for example a Research Coordinator; responsible for managing the grant, collecting data, assisting in preparing a manuscript. He has encouraged a shift to PRA positions to become exempt professional category given the mix of these job duties. HSC has more PRAs than classified staff. They feel like they have no representation, so they feel more connected to the system through the exempt classification. (professional research assistant).
- Kevin has to be certain he is in compliance with the state statutes. He cannot take a stand of that, does not have a personal opinion on it, he simply has to make sure the HR department is operating within the statutes.
- There used to be a policy that there was being allowed to offer an increase in pay to move to exempt, but it is not now in practice.
- Although some positions would have been able to qualify before, under SB7 is that they will be eventually make into exempt positions. HR will not go hunt down and force it to be exempt. If the position is sent in for review, the department will have to hire under which ever determination the HR department determines.
- UCCS had several positions that were 'restructured' and therefore changed, which removed career

paths for classified staff. Did Kevin find that happening? Yes, it's not unusual to see a job description sent back for review, and have the classification changed.

- How many does he reject – each individual position is reviewed for criteria. He does not keep numbers on rejections. We try to communicate what the criteria is of what is and isn't exemptable. What is they say it want this position to be this, what do I do to make it that? There is no magic words to make it happen, they are not going to guide you in the construction of the position duties to make a position have a certain outcome. There has been no manipulations he has seen.
- Have to dispel the myth that you can't get high quality people applying for positions that aren't in the classified group. Kevin agrees that we can hire well qualified classified staff. If you do an exempt search, the hiring supervisor typically asks for the top three anyway. There is more flexibility within the exempt system to interview further down the list. Kevin will not allow a department to request beyond the top tree if all those three are rejected. Other campuses do this practice. Kevin does not believe that is allowed within the state system rules.

Conclusions:

Action items:

Person responsible:

Deadline:

**Retreat Planning**

**Pat Beals Moore**

**11:15-11:30**

Discussion:

Conclusions:

Action items:

Person responsible:

Deadline:

**Lunch**

**11:30-12:15**

## Problem Solving Models of April Conference Workshop

Jerry Davies, Ph.D.

12:15- 2:15

- At the April 29 meeting Dr. Davies presented a work shop he only discussed the model of problem solving, not the application. Passed out an inventory for problem solving. The problem solving style profile moves through the following processes: Perception, definition, analysis, alternative generation, evaluation, decision making. The model will define where you like to operate in the process of problem solving.
- The group is broke into two groups to solve a problem using this model. Summarize information on flip chart sheets. Go through the steps:

1. (Perception) it's a problem, but is it worth working on/addressing?
2. (Definition) frame it in a way to deal with it. State specifically what the problem is. Further define with a gap analysis with quantitative indicators. Identify the reasons it needs to be improved or corrected.

Group A: the communication between staff and staff council representatives is inadequate.

Group B: the communication between the staff council and administration is inadequate.

3. (Analysis) list causes of the problem, use a tool for causal analysis. Example: Fish Bone Diagram. Make list of categories and potential causes of the problem. What contributes to this problem? Speculations.

Identify the most important causes: do a survey, make a chart/graphic form, based on survey answers.

4. (Alternative generation) come up with possible alternatives, but do not jump to conclusions. Generate ideas without evaluating them, as many ideas as possible. Use brainstorming.
5. (Evaluation of Alternative Solution). Rate in a matrix according to contribution, cost, and feasibility.
6. (Decision Making) decide on which initiatives to implement. How? Plop = they just plop some ideas out there, no decision was made, no consensus on the decision. Often based on the strongest personality. Vote = take a count to get a count on consensus. Consensus = looks like plop, but doesn't take into account everyone's feeling of the choice. Consensus provides lots of process. It is not autocratic decision making. You instead send out suggestions and get consensus of that topic. Then get a thumbs up, or thumbs down, or middle ground = "rule of thumbs". Then you ask lets hear more of why you are thinking that isn't the best solution, to reach a compromise. You can use dots – list suggestions and put sticky dots next to the solution your favor.
7. (Implementation) Develop an action plan.

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A. Work on web page, create blog, contacts, issues postings, give them a place to vent, clarify expectations of them, and what we can do for them. create involvement and sense of community. We need to inform people of successes, information sharing forums (possible on staff portal).

B. To improve gap in communication between staff and administration. Letter from president to staff council and their supervisors was a positive sign. We have a lot of unknowns with the changes in the upper administration. How will our input be valued with the new president. Unknown who will be leading UCD/HSC and Boulder. Causes – time, elitism, (staff council meets every 6<sup>th</sup> months with chancellors to communicate to the on UCCS) power sharing. To improve = be available, encourage other staff to participate on committees, collaboration, when we are choosing leaders to choose leaders who are well rounded and rant and rave and they should be diplomatic. Ability to choose where we will be successful. Choose your battles. Create and sustain communication with administration and continue to extend invitations to events. Get face time, attend all events yourself. Encourage and maintain continuity over member of staff council. Succession planning. Nurture a sense of community by continuing to welcome everyone to staff council.

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| Conclusions:  |                     |           |
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| Action items: | Person responsible: | Deadline: |
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|---|------------------------|--------------------|
| <b>Unfinished Business</b>  | <b>Pat Beals Moore</b> | <b>2:15 – 2:20</b> |
| Discussion: suggestion of speakers for retreat, such as legislators. Invite president.  |                        |                    |
| Motion by Jennifer to put motion regarding changing meeting dates back on table, seconded by Sue. Motion passes.  |                        |                    |
| Sue moves that motion that was just opened, is deferred until after we hear what the regents decision is. Jim seconded. Discussion – when will they decide, this month’s meeting of regents (September). Motion passed. |                        |                    |
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| Conclusions:  |                        |                    |
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| Action items:   | Person responsible:    | Deadline:          |
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| <b>New Business</b>  | <b>Pat Beals Moore</b> | <b>2:20 - 2:25</b> |
| Discussion: be sure to RSVP for retreat and send Pat discussion ideas. |                        |                    |
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| Conclusions:   |                        |                    |
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| Action items:  | Person responsible:    | Deadline:          |
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| <b>Adjourn</b> |
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