

P&A CONSULTATIVE COMMITTEE MEETING OCTOBER 20 2014

[These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions, or actions reported in these minutes represent the view of, nor are they binding on the Senate, the Administration, or the Board of Regents.]

Present: Katherine Cramer (Chair), Sherri Boone, Ety DeVeaux, Sandra Ecklein, Candice Kraemer, Marilyn McClaskey, Cynthia Murdoch, Susanne Vandergon.

Regrets: Kevin Haroian.

Guests: Brandon Sullivan.

1. CHAIR'S REPORT

Katherine Cramer noted that she attended the Regents Faculty and Staff Affairs Committee on October 9 and heard Brandon Sullivan and Vice Provost Al Levine talk about the collaboration between the Provost's Office and OHR on academic leadership development. Brandon Sullivan will be speaking about this topic later in today's meeting.

The Senate Consultative Committee (SCC) met on October 16. The meeting was led by Bill O'Neill, Civil Service Consultative Committee (CSCC) Chair. Topics were a discussion with members of the rejecting complacency work group on how to change University culture and a discussion with Jeremy Todd from the Office of Classroom Management on how his office relates to the strategic plan.

Members then discussed their views on the presentation by Dean Schwartz at the October P&A Senate meeting and the lack of separate P&A results from the employee engagement survey to see what are the drivers for P&A engagement at the University.

2. SUBCOMMITTEE UPDATES

Benefits and Compensation

Marilyn McClaskey said that Karen Chapin spoke at the last meeting regarding open enrollment this year. Attendance has been very good this year.

Communications

Sandra Ecklein noted that there have been two meetings so far, and attendance was under 50 percent at both meetings. Focus at the last meeting was on the newsletter, reviewing the website to be more useful by all P&A, and reviewing the narrated NEO presentation.

Outreach

Kevin Haroian stated that he has been working on a P&A census to present at a future PACC meeting.

Professional Development and Recognition

Sherri Boone noted that the subcommittee met last week. Three brown bags have been planned for this year – October 28, Negotiation Strategies, December 3 – Personal Branding, and one in March at the Duluth campus.

3. APPROVAL OF SUBCOMMITTEE WORKPLANS

Approval of the workplans was moved to the November agenda.

4. APPROVAL OF SENATE AGENDA

The agenda was approved as amended.

5. LEADERSHIP AND TALENT MANAGEMENT DISCUSSION WITH BRANDON SULLIVAN

Brandon Sullivan, Director of the Office of Leadership and Talent Management in the Office of Human Resources, joined the meeting to discuss the work of his office. He said that he started at the University in January 2013 to work on the engagement survey. With the retirement of the Director of Organizational Effectiveness, that office was expanded to include new components and he was named the director. They will now focus on employees through leadership development, talent management, and engagement.

The first step in this process is engagement and measuring the work environment for employees. Then is leadership development to have a consistent skill set among leaders. Finally is talent management which is a way to evaluate performance and develop opportunities. This will be worked on in the future as the team that will be doing this is currently working on the Upgrade.

His office will be partnering with the Provost's Office to develop an integrated strategy for academic leadership. HR has a historic focus on developing administrative leaders so their expertise will be used for academic leaders, such as deans and department chairs and heads.

Q: Will your office be working on professional development for employees?

A: This is a critical area for employees that begins to be addressed through the engagement survey. He knows that there is a system-wide need for non-faculty offerings but it is hard in the University's decentralized system. He knows that there needs to be more visibility provided to current offerings. HR leads report to deans and have monthly meetings with central. These meetings are an opportunity to talk about how to share and support talent.

Q: What is the status of the President's Emerging Leaders (PEL) program?

A: HR is determining the next phase of a cohort based leadership development program that they hope to have available next year. They are looking at a program sponsored by the President and Provost to target leaders at the assistant dean and senior director level. People will be identified by those who are contributing to the strategic plan as a way to develop them through that process.

Q: Will there be a PEL offering available at the staff level?

A: Yes. They are looking at three types of programs, including those that focus on basic support skills to aid networking and movement, and supervisory development for managing people.

Q: How will the University support the strategic planning goal of rejecting complacency in relation to faculty supervisors?

A: This is a tricky issue but one that needs to be addressed, both by the Provost and deans. From last year's engagement survey data, faculty satisfaction correlates strongly with staff being developed and supported.

Q: Will outside models be used by the University?

A: Models developed for the private sector require adaptation for use at the University since employee divisions are much different. Most other institutions are not working with faculty, therefore that is a gap in their models. He would hope to use models that have already been developed by the University as they would be most applicable to this environment.

Q: Will HR offer classes for non-supervisors?

A: There is interest in this form of leadership so HR will be looking into it later in 2015.

Members made the following comments:

- Job family work should feed into talent management work
- University should sponsor events targeted towards job families to support development and connect people
- Expectations need to be developed for leaders to consistently manage effectively and develop staff
- Cultural norms at the University are an issue
- Policy changes can have an impact on interactions between faculty supervisors and their employees

6. VOLUNTEERS FOR JAN-JUNE 2014 NEO DATES

- Wednesday, January 21, 2015 – Katherine Cramer
- Wednesday, February 18, 2015 – Sandra Ecklein
- Wednesday, March 18, 2015 – Candice Kraemer
- Friday, April 17, 2015 – Cynthia Murdoch
- Wednesday, May 20, 2015 – Cynthia Murdoch
- Wednesday, June 17, 2015 – Susanne Vandergon

7. OTHER BUSINESS

Marilyn McClaskey said that she was contacted by a P&A employee at Duluth regarding that campus merging P&A and civil service for performance evaluations. There would be one form used and one fund available for all raises.

With no further business, Katherine Cramer thanked the members for attending and adjourned the meeting.

Becky Hippert
University Senate