

CIVIL SERVICE CONSULTATIVE COMMITTEE

Meeting Minutes

May 28, 2015

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

[In these notes: listening sessions for civil service employees; new chair-elect for 2015-16; senate meeting agenda; floating holidays; representation on Committee on Committees; changes to the operations manual]

PRESENT: Bill O'Neill, chair; Gordon Fisher, vice chair; Jean Wang, Terri Wallace, John Paton, Samantha Duke, Duane Orlovski, Patti Dion

ABSENT: Carolyn Davidson

OTHER: Ray Muno, Mike Sutcliff, Stephen Wietgreffe

GUESTS: Dave Dorman, consultant, Leadership and Talent Development, Office of Human Resources

Chair O'Neill welcomed the committee.

1. Listening sessions for civil service employees

O'Neill introduced Dave Dorman, consultant, Leadership and Talent Development, Office of Human Resources (OHR), who discussed participatory leadership and how it might be used for civil service listening sessions. O'Neill said the Civil Service Consultative Committee (CSCC) and the Civil Service Senate had been struggling with membership, and thought that listening sessions with the constituency might help. The information gleaned, O'Neill said, could inform the committee's work in 2015-16.

Dorman distributed information to the committee and gave an overview of the art of participatory leadership, which is also called "art of hosting." Dorman said an eBook had been created documenting how this leadership style was being used at the University of Minnesota and that it was being used in classrooms, strategic planning, and meetings. It is called *Cultivating Change in the Academy: Practicing the Art of Hosting Conversations That Matter* at the University of Minnesota and contains stories of other ways these methods have been used on campus (<http://conservancy.umn.edu/handle/11299/125273>).

The primary idea, Dorman said, is to create a space for discussion and bring people together through structured conversation. Dorman described the world cafe conversations conducted at the University in Fall 2014 for students, staff, and faculty. He also discussed the open space meeting in February 2015 attended by 425 people. Attendees lead the discussions and set the agenda, declaring topics around issues of campus climate. Dorman said there was a campus climate work group comprised of senior leaders who had seen the report that came out of the meeting, and were working to move some of the ideas forward. Dorman distributed information

from the manual about the basics of participatory leadership, and noted how the principles complement traditional leadership models. He then spent time describing the process, saying participants create the agenda on the spot and document the proceedings in their own ways. Dorman explained the three phases of idea gathering: divergent, emergent, and convergent, and emphasized that people support the things they help create. He further explained how world cafes worked; participants are provided a context for a topic and then break into groups to discuss the topic with rounds of questions. The information is documented, collected, and put into a “harvest” document, a summarization of the proceedings. Dorman described another method, called “proaction cafe.” People are limited to groups of four and the participants call the topics. They then determine the essential next steps.

The committee discussed the information. Wallace said the world cafe method might be a good starting point, as Civil Service had not met regularly with its constituents and it would be a starting point that people could understand and be comfortable with it. O’Neill asked Dorman if he thought the University was moving toward these meeting models, and Dorman said he felt there were areas where it was taking hold. O’Neill asked if the forums had been conducted at all the campuses. Dorman replied they had not but that someone from each campus had attended the art of hosting training. Jean Wang asked if there was any data on the effectiveness and outcomes of these models. Dorman said some issues had arisen from the February 5, 2015 meetings, such as cluster hirings and limited use of racial identifiers in campus crime alerts. However, he noted, there was not much data at this point. Fisher said the committee needed to work on bringing issues to the surface and he asked about the logistics using these methods. Dorman said they would need to see who might be available from the community of practice to assist the committee, and noted he would be available to consult if needed. He said he would forward more materials to Fisher.

2. New CSCC chair-elect for 2015-16

Fisher announced Duane Orlovski as the new chair-elect of the committee for 2015-16.

3. Civil Service Senate meeting agenda

Fisher reviewed the proposed agenda for the Senate meeting on June 24, 2015.

- Chair final report
- New chair-elect and members of CSCC
- Provide details of seats open on the Senate
- Vote on service requirements (lowering length of employment before serving)
- Listening session

Fisher said part of the meeting would be listening sessions among the senators and getting feedback from them about the issues facing civil service employees.

Wallace said she thought that was a good idea and more effective in making people feeling involved as opposed to a series of presentations. Wallace noted that subcommittees also lacked membership, and that the job classification system redesign would affect some policy rules.

A visitor to the meeting, Stephen Wietgreffe, asked a question about the job reclassification system redesign. He wanted to know if there would be information available on whether the process had affected older people more than others. He said it appeared to him as though it had, based on his anecdotal evidence, and in the process people had been moved to different classifications, which affected their pay. Fisher said someone could be mapped to a salary band that in which they exceeded the maximum pay without changing actual job families. Wietgreffe said he thought the data ought to be available. Dion said that information had not yet been looked at, and clarified that they would only be able to provide aggregate data, as individual data would be private and protected. Wang asked if it could be aggregated by family and Dion affirmed it could be. Dion said she wanted to consider how to present the data and what method would be the most useful, including the possibility of identifying job classifications along with age statistics. Dion also said there had not been any wage cuts as of yet, however, there were people who were currently at the maximum in the salary range. She also noted an exception process for those employees who are regarded as “field shapers”: people who bring a unique expertise to their position and thus, their position does not easily fit into the salary range. Wietgreffe said civil servants he knew were still waiting for information about reclassifications, and there was a great deal of anxiety about the process. Dion updated the committee on the time frame for each employee group, saying that the research group was the largest and most complicated. Wang also asked that any information provided include those who have moved into or out of labor.

Dion provided some preliminary figures job reclassification system redesign:

Before the job family studies (10/26/2012)

- Exempt CS - 2744
- Non exempt CS - 2050
- Total - 4794

After the completed job family studies (4/29/2015)

- Exempt CS - 2269
- Non exempt CS - 2431
- Total - 4700

Of these 4700 employees, 651 are in "No New Entry" civil service classifications.

Dion said after June 1, they would know more about the results of the student services job family as employees are still making their decisions. Fisher said that in the interest of transparency, there should be an after-action report on the job family studies that encompasses some demographics about who the changes affected. He said it would go a long way in addressing people’s concerns. Dion said suggested that when those questions came up, people should be directed to their local HR leads.

4. Floating holidays

The committee voted unanimously for the 2018-19 floating holidays:

- 1 personal floating holiday

- November 23, 2018 (Friday after Thanksgiving)
- December 24, 2018 (Monday before 12/25 holiday)
- March 22, 2019

5. Representation on the Committee on Committees (ConC)

Fisher recapped the committee's discussions about representation on the Committee on Committees. This representation would be more in alignment with the rest of University governance. Fisher said he and O'Neill had solicited names and talked to some of the nominees. In the future, however, they would like to roll ConC appointments into the election cycle. Fisher also noted there would be changes to the operations manual.

O'Neill discussed the appointees for ConC, John Paton and Brian Johnston. The motion passed unanimously to put forward John Paton and Brian Johnston for the ConC.

6. Changes to the operations manual

The committee reviewed the proposed changes to the operations manual, which Fisher had previously distributed. The committee voted unanimously to approve the changes, which will be made in the documents by the Senate Office.

Wang went on to ask about bereavement leave. In dealing with a situation in her family, she realized sick leave was to be used for bereavement. Wang stated bereavement leave is something the University should provide for its employees so they did not have to use vacation and sick leave, and it should be comparable to industry standards. She moved that the Chair charge the BAC to review the bereavement leave policies for Civil Service. O'Neill said it would be taken under review.

Wang asked Dion to explain more about what it is involved when civil servants move to labor positions in the job reclassification survey, and what is taken into account when they are moved. Dion said the Minnesota Public Employment Labor Relations Act (PELRA) has specific rules for the state and the University. PELRA groups all work done for the state and the University into 13 different classifications, and the group that the University identifies as civil service consists of three different PELRA designations. Dion said in the job family reclassification survey, they are looking at position descriptions and what the majority of the work itself is. When employees are moved, they are, at a minimum, put on the next higher salary step. Dion reiterated this was a classification study, not a compensation study, and no one should be taking a pay cut. However, units may make a decision about salary at a local level.

Fisher said he felt the job family descriptions as noted on the website were very broad, and the overlap of civil service and bargaining unit classifications was eye opening to him. Fisher also said PELRA indicated three criteria they used at to determine if people were labor-represented or not. However, Fisher said, it does not solve the issue, as there is no formula and it becomes a matter of interpretation. Wang said the information on the website does not include labor, and this is difficult for those employees because they cannot see where they fit in and what might happen.

O'Neill asked Wallace if the Compensation-Benefits subcommittee had discussed maternity leave. Wallace said it might be a good topic for a civil service senate meeting. She compared civil service maternity leave with that of P&A, and said they had to consider what the tradeoff might be, such as giving up vacation and sick time accrual. Dion suggested in the future the term "parental leave" be used to identify the issue.

On behalf of the committee, Fisher thanked O'Neill for his leadership and service in 2014-15 and presented him with a commemorative clock.

Hearing no further business, O'Neill adjourned the meeting.

Mary Jo Pehl
University Senate