

Administrative Professional Issues for the
University Strategic Plan

January 19, 2006

Strategic Planning Goal #36: Nurture human capital: Provide nationally competitive compensation, benefits and employee services for faculty, administrative professionals and state classified personnel.

1.) Improve the Hiring Process for Administrative Professionals.

The current hiring process for administrative professionals (AP's) is exacerbated by paperwork that requires multiple passes through department staff, college administration, the Provost office, Human Resources and Office of Equal Opportunity and Diversity (OEOD). There appears to be no one source in the University that manages the overall process, initiates improvements or identifies and corrects redundancies.

With over 50 percent of the AP population tied to research activities, these delays have caused difficulties in securing the necessary talent on a timely basis to meet research grant budget requirements for some departments. Currently, with an average open search new hire, the process can be delayed by three-months, causing a new grant to go under spent in the first year, resulting in budget reductions subsequent years. Even a search waiver can take four to six weeks.

Although some efforts have been made to make the process better and fix weaknesses within individual departments in the approval chain, those efforts have led to more delays and redundancies.

Strategy: Identify representatives from Human Resources, the Provost's Office, the Office of Equal Opportunity and Diversity, and AP Council to write a plan that meets the following goals:

- 1. Identify a 'process owner' of the AP hiring process from the groups working the process. Any changes in forms, and procedures would be approved and communicated through this process owner.*
- 2. Process owner will review the existing paperwork with an emphasis on consolidation of redundant forms and signatures.*
- 3. Establish measurements for the process that will demonstrate a significant reduction in processing time for the overall process. (Suggestion: Survey key individuals in departments to find out how long each step in the hiring process takes.)*
- 4. Investigate a long-term solution utilizing the ORACLE system to automate the preparation of documents and the electronic approval of Hiring Documents through the system.*

2.) **Improve evaluation criteria for Administrative Professionals.**

It has come to the attention of AP Council that not all AP's are given annual evaluations. Each year, every administrative professional at CSU is entitled to an annual performance evaluation conducted by his or her immediate supervisor. Section D.5.5 Evaluation of Performance of Administrative Professional, of the Faculty and Administrative Professional manuals states that each administrative unit should establish formal procedures, that the evaluation criteria should be based on "the quality and quantity" of responsibilities defined in a job description, that the employee may submit a self evaluation, that a formal annual review conference (explaining methods and criteria used to evaluate) should be scheduled, and that the evaluation should be in writing and signed by the immediate supervisor and employee. The language also says the Provost is responsible for assuring that evaluations are conducted in a timely and proper manner.

AP Council feels the language in the professional manual should be expanded to make evaluations **mandatory** and considered in the annual salary exercise. Evaluations should also include no less than the following three criteria, in addition to the processes departments or units conduct.

1. **Accomplishments.** The past year's accomplishment, and when applicable, how accomplishments relate to goals and/or objectives laid out for the AP the previous year.
2. **Planning.** Professional goals and/or objectives for the upcoming year.
3. **Performance expectations.** Specific performance objectives upon which the AP will be evaluated the following year.

Strategy: AP Council will work with Faculty Council's Committee on Responsibilities and Standings of Academic Faculty (CORSAF), and Legal Services to make recommendations to change Section D.5.5 of the professional manual.

3.) **Benefits Issue – Off-campus Personnel Access to - and Costs for - University Courses.**

The University provides six credits per year on a tuition free basis to all CSU employees. The value of the credit is the on-campus cost per credit hour. Some CSU courses and programs are offered through CSU Distance Education, but not to the extent offered on campus. Also, anyone at a distance is faced with a higher cost per credit than the on-campus rate. Unless an employee works at a site within commuting distance from the main campus, it is a benefit they cannot use.

AP Council believes continuing education for faculty, APs and state classified personnel is important for personal growth and career development. AP Council recommends that alternatives be developed to address both the access and financial issues so that off-campus personnel are not disadvantaged by their distant location.

Strategy: AP Council will work with Benefits Committee on a proposal to change this benefit and propose the change to AP Council, Faculty Council and BOG.

4.) **Improve Administrative Professional representation at Colorado State within Faculty Council and at the University planning and policy levels.**

Currently administrative professionals at Colorado State share a professional manual with academic faculty and the governance of this professional manual is with Faculty Council.

In addition, administrative professionals do not have representation at the University level relating to planning and budgeting, which includes recommendations for salary and compensation increases. **

Strategy #1: Work with Faculty Council's Committee on Faculty Governance (COFG) and Legal Services to include the chair of the Administrative Council or representative, as an ex-officio member to faculty council. (Section C.2.1.3.2, Ex-officio members, Academic Faculty and Administrative Professional Manual)

Strategy #2: Work with Faculty Council and COFG to include the chair of the Administrative Professional Council, or representative, as either an ex-officio or associate member of the committee of CORSAF. (Section C.2.1.9.5, Academic Faculty and Administrative Professional Manual.)

Strategy #3: AP Council feels that the Faculty Council Committee on Strategic and Financial Planning committee should be a University Standing Committee, similar to the Benefits Committee. With this structure, administrative professionals would have representation in the yearly salary and compensation exercise, and in the University's planning process. We would like to open up discussion on this item with Faculty Council chair, and chairs of the committees of Faculty Governance and Strategic and Financial Planning.

***Administrative Professionals currently do have representation at the University level for the Strategic Plan, with representation on the University Planning Council. However, because it has not been determined how long this council will meet, we developed Strategy #3.*