

MEMORANDUM

TO: Tony Frank, Chancellor of the Colorado State University System

FROM: Toni-Lee Viney, Chair of the Administrative Professional Council
Deborah Yeung, Vice Chair of the Administrative Professional Council

CC: Lynn Johnson, Vice President for University Operations
Stacey Baumgarn, Chair of the Classified Personnel Council
Mary Stromberger, Chair of the Faculty Council

DATE: February 13, 2017

SUBJECT: APC Feedback and Recommendations, 2016-2017

The process of shared governance is a long winding road that doesn't always lead to consensus, but, when done right, positively impacts morale, outcomes, and community engagement by bringing together voices that may have not previously converged. The Administrative Professional Council (APC) is proud to be a part of the shared governance model at CSU. In that spirit, the APC is providing you with feedback of employee experiences to guide our discussion at the February 27, 2017 APC meeting. The observations below are a result of the leadership of the APC. Standing committee chairs were tasked with collecting feedback from their standing committee members, which consists of 41 APC members representing the 15 areas of CSU. The following topics are prioritized to help frame our upcoming discussion.

Administrative Professional Compensation

The APC recognizes that budgets are tight and state funding of higher education is challenged; however, the last eight years of inadequate salary increases is affecting employee morale and retention. Additionally, there are compounding issues of salary compression, rising living expenses in Fort Collins and surrounding areas, and increased workloads. There is a perception among our constituents that administration overemphasizes recruitment of new faculty and staff at the expense of retention efforts for current employees. We know that CSU is committed to the employees of this institution and cares about improving working conditions, as evidenced by the creation of the Housing Solutions Taskforce and the Living Wage Committee. Despite this focus, we are still concerned that CSU is not providing competitive salaries for work performed resulting in a detrimental impact on employee morale and retention. A recent study conducted by the Society of Human Resource Management (SHRM) found that it costs organizations an average of 6 to 9 months' salary to compensate for the loss of an employee. In other words, an employee that makes an annual salary of \$40,000 will cost an organization \$20,000 to

\$30,000 to replace that individual. Other studies have reported an even higher cost. The [Center for American Progress](#) (CAP) looked at turnover costs based on salary. These findings suggest 16-21% of total salary expenditures go toward turnover costs. Given the high costs associated with replacing staff related to loss in productivity, onboarding and training, and disengagement from other employees, the APC would like to see greater attention focused on retention.

Additionally, the APC recognizes that there are multiple forces at play - many of which are unclear - at the state and national levels that have deep impacts on our revenue streams. In order to fulfill our mission to the citizens of Colorado and CSU students, we hope to partner with you and your leadership team to advocate to our legislatures on the importance of funding higher education. We look forward to hearing more from you and other CSU leaders in the upcoming months about how we can best support the needs of our students and employees in regards to securing appropriate state funding.

The APC is interested in being a part of the solution and is in the process of collecting data from our AP colleagues to better understand the financial impacts on employees. We are also collecting data on employee benefits to discern which benefits have a more significant impact on APs. We look forward to continuing the conversation on AP compensation and benefits once we have processed the spring survey results.

Work/Life Balance

Work/life balance is a priority for APC members and we appreciate your efforts to support this issue. However, our colleagues have reported inconsistencies across departments among supervisors' willingness to fully support work/life balance. The APC sees an opportunity for additional support for employee work/life balance, especially as we grow as an institution in the number of students we serve. Last semester, Dr. Gwen Fisher gave a presentation on work/life balance to the APC. She reported that the stressors of too much work, time pressure, work interfering with non-work, and non-work interfering with work caused the following strains on employees: job dissatisfaction, relationship problems, turnover, physical health issues, sleep problems, anxiety, and depression. Not surprisingly, ways to improve work/life balance include increasing resources and reducing demands. Some ideas presented to the group included flexibility in schedule, work location, a focus on results instead of time, and a reduction of overall workload. Additionally, specific to families, one suggestion that emerged was to provide affordable and back-up dependent care. With your encouragement to appoint key players across CSU, the APC would like to see these considerations explored further.

The growth in the number of students we serve as an institution translates into an exciting time to be employed at CSU. There are a diversity of ideas and viewpoints that have emerged as part of our growth and APC understands that it is necessary to keep our University budget healthy. The daily impact on many AP employees can be exhausting, however. Therefore, APC would like CSU to take a holistic look and evaluate the staffing needs at the University to create a data baseline that will determine if additional staff are needed. APC members commented that staffing challenges are more evident in areas that provide central support to units. As the university grows, many of the central offices have

remained the same size, leading to long delays in services and adding stress to units.

Annual AP Evaluations

There is a need to create a consistent and mandatory evaluation structure for Administrative Professional employees. Faculty and State Classified employees already have a consistent and well defined structure for annual evaluations, which provides the groundwork for a similar process for APs. Administrative Professional employees have very diverse experiences with annual evaluations, depending on the unit in which they reside. These experiences range from not receiving an annual evaluation to seeing inconsistent metrics used within a unit and across units. In consultation and with the strong support of the Executive Director of Human Resources and Equal Opportunity, Diana Prieto, the APC has submitted a request for funds to support the creation of a position to train, track, educate, and create materials for AP evaluations. This position would also serve as a resource to the campus community by answering questions and coaching supervisors on performance management issues. The APC anticipates a consistent and mandatory evaluation structure for AP employees will positively impact the climate at CSU, as well as the recruitment, retention, and professional development of all University employees.

Professional Development for APs

There are widespread inconsistencies of unit willingness and/or ability to fund and support professional development opportunities. This inconsistency and inequity limits the growth, wellness, and efficiency of our workforce. If we believe our greatest asset is our employees, then we must support and make it an expectation that our employees are given the ability to develop by attending training opportunities. APC would like to see funds available for employees of all types to provide professional development scholarships.

Additionally, although we are fortunate that CSU provides many free professional development opportunities through mechanisms like PDIs and the Office of Training and Organizational Development, there are many supervisors on campus that will not allow their staff to take advantage of these trainings for a variety of reasons. A public acknowledgement from you regarding the value of these training opportunities and your request that supervisors make reasonable accommodations to allow their employees to take advantage of these great offerings would be greatly appreciated.

Continued Commitment to Supervisory Training

The APC expresses our sincere gratitude for your support and decision to fund the Supervisor Development Program. This program is a clear investment in our people and will leave a lasting positive impact on CSU's culture. Thank you.

We also want to express appreciation to Marsha Benedetti for her diligent effort in leading Training and Organizational Development to create the structure for the Supervisor Development Program.

Our vision is that all supervisors will eventually complete this program. We hope to continue to work with you and your leadership team alongside the Classified Personnel and Faculty Councils to continue to bolster interest in this program from supervisors throughout the University. We have talked with Lynn Johnson regarding your support to have cabinet members to take part in this program and look forward to following up with you about this in the near future.

Parking

The APC acknowledges Lynn Johnson, David Bradford and his leadership team, Martín Carcasson, and the Parking and Transportation Services committee on their willingness to work with the employee councils on discussing changes to the parking plans. We feel that the process to gain input is one to be modeled. While there will always be concerns and disagreements over parking, the APC is satisfied with the process that was put in place to include a wide range of voices across employee groups in discussing parking plan considerations. Additionally, with the work of Dell Rae Ciaravola and Pam Jackson we are pleased with the communication plan to ensure the campus community sees the impact of their involvement in the parking plan discussion. While the new plan is implemented, the APC is interested in being a part of the continued conversation as details are refined.