

Classified Personnel Council Meeting
Thursday February 13th, 2020 1:00pm-3:00pm
Regular Monthly Meeting
LSC 372-74



**CLASSIFIED
PERSONNEL COUNCIL**
COLORADO STATE UNIVERSITY

Agenda

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|--|---|
| <input checked="" type="checkbox"/> Jim Abraham, Environmental Health Services | <input type="checkbox"/> Amber Lobato, Housing and Dining Services |
| <input checked="" type="checkbox"/> Stacey Baumgarn, Facilities Management | <input checked="" type="checkbox"/> Anselma Lopez, VP for Enrollment Acc. |
| <input checked="" type="checkbox"/> Leah Bosch, CVMBS | <input checked="" type="checkbox"/> Adrian Macdonald, Statistics |
| <input type="checkbox"/> Nancy Cowley, Lory Student Center | <input type="checkbox"/> Rachel McKinney, VP for Diversity |
| <input checked="" type="checkbox"/> Emily Farrenkopf, College of Liberal Arts | <input checked="" type="checkbox"/> Dustin Pothour, Facilities Management |
| <input checked="" type="checkbox"/> Joseph Gallegos, Facilities Management | <input type="checkbox"/> Chuck Richards, CSU Police Department |
| <input checked="" type="checkbox"/> Brian Gilbert, ACNS | <input checked="" type="checkbox"/> Meg Skeeahan, Dept of Accounting |
| <input checked="" type="checkbox"/> Magdeline Golnar, College of Liberal Arts | <input checked="" type="checkbox"/> Laura Snowwhite, Business and Financial Serv. |
| <input checked="" type="checkbox"/> Wayne Hall, ACNS | <input type="checkbox"/> Kristin Stephens, Statistics |
| <input type="checkbox"/> Kelly Hixson, Housing and Dining Serv. | <input checked="" type="checkbox"/> Kate Sherman, Political Science |
| <input type="checkbox"/> Randy Lamb, Housing and Dining Serv. | <input type="checkbox"/> Lourdes Zavala, The Access Center |
| <input checked="" type="checkbox"/> Valerie Lewis, Health Network | <input type="checkbox"/> Alisha Zmuda, Student Disability Services |

Ex-Officio Members & CPC Volunteers:

- Steven Dove, APC Representative
- Paige Flores, Department of Biology
- Eric Gardner, Housing and Dining Serv.
- Diana Prieto, Human Resources
- Robyn Fergus, Human Resources
- Robert Schur, Policy and Compliance

Guests: Julia Innes, Cameo Banks, Kathy Dahlin

Call-to-Order

- Approval of CPC 1.9.2020 Meeting Minutes – January minutes. Motion to approve by Stacey. Second by Adrian. *Motion Carried.*

Guests

Lynn Johnson, Vice President of University Operations – Business and Operations Task Force
Task force members – Assoc. VP for Human Capital, Human Resources for VTH, Sponsored Programs, Human Resources for CSU, College Business Officer Liberal Arts, Director for Business Operations for VTH.

- Guiding Principles – Our goal is to build confidence in processes and systems. We want to avoid external action against the University resulting from audits and making sure our business operations are consistent where funds are easily tracked for research. We want to avoid layoffs while streamlining our business operations, build shared accountability, and

develop continuous loop communication between central and units. We are looking to manage risks across all units and levels of the University.

- Current structure for business operations is chaotic, messy and very convoluted. There is a lack of consistency on common standards. We need to create more efficiency in our system. Multiple touch points lead to inefficiency and potential for increased risk. We want people to feel like they can grow in their positions. There is an inability for staff to develop deep levels of expertise.
- We are looking to envision a structure that will make CSU more efficient and more effective. We are not necessarily trying to centralize all business operations. Some centralization would involve subject matter expertise in Human Resources, Accounting/Budgeting, Procurement, and Research Administration.
- Desired outcomes –
 - Develop Common Standards - Improve client service levels
 - Provide Effective Oversight - Become more effective and efficient. Create reporting layers that minimize risk to the University with a focus on University policies, not department needs.
 - Promote Ensured Advocacy – Programmatic and compliance requirements.
 - Provide Clear Career Paths - Involve individual with key responsibilities earlier
 - Become More Proactive
- There will eventually be a new HR system that should help with our mission.

Elements of Business Operations Triad - John

- Roles for employees – must be clearly defined, fixed by the University, bound by common and shared expectations.
- Specific Positions – must be shaped by the needs of the unit.
- Person – Embodies experience, skills and education to fulfill assigned roles.

All of this brings together Effective, Well Communicated processes keep all elements working together.

Task Force Progress to date

- We have collected input from responding college deans and business officers on internal and external processes.
- We have conducted extensive research of peer institutions on implementation challenges. Reached out to 18 institutions.
- We developed structure model examples to achieve effectiveness – looking for different ways to do things here.
- We initiated a procurement improvement project and included organizational assessment. We hired The Trebuchet Group to do an organization assessment with staffing levels and expertise. We also looked at process mapping, and process improvement. One of the results was for the University to raise automated purchase order to \$10k, reducing the number of approvals for certain purchases.

Human Resources Update - Diana Prieto

- We received a lot of constructive criticism a year and a half ago. HR had not been meeting the needs of campus.
- CSU hired Robyn Fergus as Executive Director.
- Asked outside Denver based company HRQ to look at CSU's processes for HR, not only for our main HR functions, but at the department level.
- HRQ shared recommendations and video is posted on our HR website – please look into viewing the video online. HRQ recommended Establishing HR values focused on customer experience. The video can be found here - http://www.hrs.colostate.edu/hr-liaisons/hrq_presentation.html

- A few items we learned from HRQ. Customer service had faltered. Background checks were not completed in a timely manner. Observation is that CSU needs to create “one HR”. Communicating across campus and understanding where we need to go as the HR group for campus.
- CSU struggled with background checks. Included now is a form in Oracle. Added a staff position to deal with staff background checks. Reengineered the background check process and the average turnaround time is now 2-3 days. There is more information under the HR Liaison Meeting on our website.
- Modified HR liaison meeting structure to include collaboration toward outcomes. More can be found here - <http://www.hrs.colostate.edu/hr-liaisons/index.html>
- Piloted Onboarding Training for new HR liaisons.

Sponsored Programs Progress – 5 strategic areas we examined. Those areas included the following:

- Align Campus policies and procedures.
- Build campus training and infrastructure.
- Build or refine campus systems.
- Build a research administration staffing structure for campus and central units.
- Decrease faculty administrative burden and increase transparency of processes.

Key Steps taken thus far:

- Redesigned OSP website for improved usability.
- Roles and responsibilities matrix added to award lifecycle for transparency.
- Increased communication between Office for the Vice President for Research and related units.
- Provided additional training for research administrators.
- Created a Certified Research Administrator study section. It is now a certificate program that can be awarded. We’re trying to get more information out there to anyone who wants to further their education in this area.
- We have a Senior Research and Education Officer who sends out weekly blogs and information on different training that is available.
- On-demand learning modules are listed on Office for Sponsored Programs website.
- Quali infrastructure reports and processes were re-examined.

Stacey – Who does the Office of Sponsored Programs report to?

Lynn – The Vice President for Research. They are a one-stop shop with respect to the accounting functions required for tying in the research and accounting processes that go with funding research.

Lynn – We started out looking at 4 different structure areas. We realized that we needed to move into functional side of Finance, HR, Procurement and Sponsored Programs to look at how to build efficiencies.

Task Force Near Term – HR – Robyn Fergus

- We need a new HR system. Will take 4-5 years for that new system to come on-line.
- We formed HR Functional Team Onboarding (10 subgroups) for systems and process and skills and training.
- Campaign to Unity - "One HR". Establish shared values and accountability. Coordinate communications with Central and University-wide HR partners. We are learning what is working well and what is not working.
- AP Framework Project (Fully Implement in December 2020). We’ve been working on this for several years.
- Streamline Pre-Hire Paperwork Experience and University Onboarding Kit.

- HR Website Revamp Project (Kickoff January 2020). Team is trying to reduce clicks to get to the information CSU personnel need. We also have a teammate who is building HR training into our website.
- Tailored Onboarding Training for HR Liaisons. We have increased the number of meetings with our HR Liaisons.
- We are looking to roll out a new communications strategy.
- Working on defining service expectations. There is a gap of continuity in services if you look across campus, especially if you are looking to post jobs and get a uniform turnaround time.
- Working to define a consistent set of HR roles and competencies. Looking to see how we can combine functions on our team.
- We are in the process of staffing of key roles. Just hired a Senior HR Solutions Partner. Looking also to post a Compensation Specialist and an HR Analyst.

Lynn – Diana, could you talk about the Ombud's position?

Diana – We have a new Ombudsman as the position was recently filled. She is willing to come speak to the CPC.

Task Force next steps - Finance /Sponsored Programs

- Improve procurement pre-approval process and implement training across the University to reduce rework and delays.
- Define Roles, Skill Sets, Training with consistent defined qualifications for key roles
- Smart implementation roll-out:
 - Interview unit by unit to determine best structure.
 - Determine roles supporting the business office, procurement and Sponsored Programs.
 - Determine skill sets and training needed.
 - Pilot with unites and incorporate improvements.

Budget Status – Lynn Johnson

- The Governor's model for funding would result in a 20% reduction in funding for CSU.
- The JBC directed the Dept of Higher Education to develop a new funding model.
- CSU presented the same budget as last year to the Board of Governors, but that budget indicates currently a \$9.5M budget shortfall for next year.
- The State is also proposing a 3% increase to State Classified employees, so that will factor into our budget.
- Our student enrollment is also flat this year and may decline next year, so that is not helping with funding projections.

Leah – How do you still plan on implementing the work of the Budget Task Force with a potential reduction in funds?

Lynn – So far the work that has been done doesn't have an associated cost. If we come across systems that need to be fixed such as a new HR system, that will incur costs to move forward. I don't have a complete answer for that issue yet.

Stacey – With a potential decrease in funding, in the past, units have had to submit a reallocation exercise. I'm curious if units have had to identify where they may have to cut costs this upcoming year? And another question – Do you anticipate it is President McConnell's intention that salary increases in one group would be applied to all other groups?

Lynn – That is something I can't say for sure, but I do know she is committed to there being salary increases. We haven't discussed it much as we don't know what our budget is going to be next year. The state mandates what we can do with State Classified, so we must honor

whatever the state tells us to increase SC employees. With Administrative Professionals and Faculty, we have different scenarios we must consider. For every 1 % of salary increase we provide, it costs the University and additional \$600k. For Admin Professionals and Faculty – that 1% increase costs the University an additional \$4M. That’s a pretty big number. What we may consider from what we’ve done in the past is give a 2% increase, then using the last 1% and cutting in half (\$2M) and using that money to use in a pool for managers to give incentive raises for exceptional employees. That seems to me to be a fairer way to distribute those resources, than just give a everyone a 3 % across the board. I don’t that that is the way we should be going. I’ve started having conversations with President McConnell about finding language to change the expectation of personnel always getting a 3%. There should be funds for personnel who are performing at a higher level.

As far as reallocations – The University as a whole has not been asked to identify cuts, but many departments are doing that anyway because of the experience we’ve had in the past. I took it upon myself to request that information from my directors about what cuts they may have to make. I wanted to be prepared and make sure we were fair to everyone if we had to make cuts, they were prepared as well.

Meg – Thank you Lynn for the information on the budget. If anyone has additional questions, please feel free to email myself or Wayne and we’ll forward those on to Lynn.

CPC Announcements and Updates

- Financial Update - Adrian
We spent \$400 on CPC Web hosting and web redirect fee - \$48. We need an explanation for the web-redirect fee.
- FY21 CPC Membership – Meg
 - I have reached out to people where their terms are expiring to see if they will re-up their terms. We have two self-nominations that will be submitted at the next meeting.
 - If you are interested in the executive committee, you are welcome to run for those positions. Please submit executive committee self-nominations/ statement of interest to Brian Gilbert by February 28, 2020. Note that Wayne is terming out of the vice-chair position.
 - Please submit self-nominations/ statement of interest for CPC membership by February 28, 2020.
 - You can also self-nominate on the floor at the time of the election.
- Update on benefits/insurance provider for SC employees - Meg
This year will be a mandatory year for benefits enrollment. The State is switching from United Health Care to Cigna. Kaiser will still be an option. Cigna agreed to open other medical service centers around the State. There will be sessions on our new health care options coming up. Active enrollment is required, and everyone has to re-enroll. We’ll need to get the word out as we’re used to a passive enrollment the past several years. There will be robust communication from the State as that time comes closer for enrollment. If you are really attached to your doctor, there are 95% of physicians of the United Health Care that are available on Cigna. If your doctor is not on the list, please reach out to Terri Suhr and those physicians can be contacted to be invited to take Cigna. An effort can be made to keep your doctor.

Meg – Any communications I get on this topic, I will forward that on to the committee.

Anselma – Do we have costs for that change yet?

Robyn – Not yet.

Anselma – At the Health Center, would the UC Health network still be an option?

Robyn – I would believe you still have access, but I will have to confirm.

Anselma – UC Health is a United Health Care provider, so it would be bad if we couldn't use the Health Center on campus.

Leah – Do we know of any major changes to the benefits?

Robyn – Vision will be carved out of the health care benefits so you will have options to select for vision.

- JBC Update – 3% recommendation for SC raises in FY21, more than the 2% recommendation from the Governor. We don't know if that is across the board or merit based.
- CPC Leadership meeting with DPA, Ramona Gamol, Cathy Kipp soon. Executive team and Brian Gilbert will be meeting with DPA on sick leave and annual leave information.

Leah – Have you had any chance to meet with any other representatives from other Universities to discuss these issues?

Meg – We are going to reach out to the Statewide Liaison Council, but for another purpose. We haven't reached out for this issue. Regarding our purpose or angle with the DPA and our representatives is to discuss the State's desire to be an "employer of choice" as well as the Collective Bargaining bill that is going through the legislature. We are considering inviting the Statewide Liaison Council to one of our meetings, as well as Colorado WINS to discuss many of our issues including the push for collective bargaining. We feel we should be careful in the invite for Colorado WINS, so we'll be discussing that as we move forward.

Recognition Luncheon is on April 30th.

- We need volunteers to help organize for the luncheon.
- Anselma and Leah have volunteered to help.

Meg – Our Outstanding Achievement awards nominations are due February 14th, so please get those in. In March we will discuss the Positive Action Award, which is something where the Council votes on as a whole.

CPC Committee Reports:

- Communications – Leah Bosch – We have not met this month yet. Will meet next week and will look at the next Communicator and CSULife article.

Meg – Lynn Johnson in a meeting with APC offered to help buy a half page add annually to advertise CPC and APC events and membership to the committees

Leah – We could use advertising budget toward our website as well

Stacey – Do we have an opportunity to use the SC listserv to advertise membership opportunities on the CPC. I think it would be worth putting out a message since we don't use it much.

Meg – I can reach out and request a message go out for our elections. That should not be a problem.

- Employee Recognition – Nancy Cowley – Anselma for Nancy – Outstanding achievement awards are due on Friday. Everyday hero awards are coming up as well as the Luncheon. Educational Assistance Award is coming up this Fall.
- Legislative – Brian Gilbert – We met to discuss what we're going to talk about with DPA. We will ask about front loading sick leave. We would like to have them increase our sick leave

as well. We currently get 6.66 hours/month. We are going to ask for 8 hours per month, preferably 10. We would like to ask for 2 hours additional per band for increasing annual leave.

- Jim – To add to that, the 5, 10, and 15 year bands – the averages we’re asking for regarding the 2 hours per month align with other states. It’s not necessarily comparable to AP leave, until the 15 year band.
- Stacey – Any talk on the 5-point rating system?
- Robyn – They communicated this fall they were moving forward, but in the December meeting, the DPA doesn’t seem to be as forward thinking on that.
- Brian – We also want to talk about the Annual Compensation Survey, and how the percentages have changed over the last 5 years and how the percentages of salary range have increased from +/- 5% to +/- 15%.
- Brian – Coloradoan just published all CSU salaries. It is last year’s salary data; it didn’t include the 3% raise we received in July.
- Diana – I have received emails on that release, and there is nothing we can do about that release. We have no option on that front.
- Meg – It is already public information and we are state employees and we are a state institution.

- Employee Engagement & Experience – Kelly Hixson – Emily – Nothing new to report. Valerie – the new benefits information in switching to Cigna should be something to focus on moving forward.
- Executive – Meg Skeehan
Please submit nominations. Please read my chair report and about my talk with the Strayer Center on civic engagement. We are looking to have Sam, Program Director from Strayer Center in March. Also looking for him to give a presentation on local government and taxes in June. It will not be political. I did meet with Melissa Emerson, Ombuds for CSU – she will be State Classified and Administrative Professional support. They are truly neutral party to assist personnel with multitudes of different issues. Jan Pearce will also be coming to present on the Employee Assistance Program. Jeff Sprole will be coming in May to present to CPC on PERA. Will be pushing to have PERA come to campus 2-3 times in the next several months.

Tax Information – College of Business offering to do tax filing for free. You have a guarantee that refiling is covered if needed. Check Meg’s report for information on taxes. We will be doing them from 11AM – 3PM on Saturdays Feb 8th – April 4th. It is done by students, but there is oversight from experienced professors. It’s a great opportunity to get your taxes done for free. It is community wide. There is no income requirement. We cannot do business taxes.

Meeting adjourned – **Thank you!**

Dates to remember:

- February 14 – nominations for the Outstanding Achievement Award are due at 12 pm!
- February is Black History Month – check out the list of events at baacc.colostate.edu
- AARP Tax Aide – free tax filing! Saturdays starting Feb 8 – April 4 (closed March 14 & 21) 11 am – 3 pm in Rockwell Hall basement