

MEMO

TO: Mr. Curtis Bullock, Vice-President, Administrative Services

FROM: Mr. Steven Belcher, Director, Human Resources and Past President of the Staff Advisory Council
Mr. Bob Swank, Coordinator of Videoconferencing Support and President of the Staff Advisory Council
Dr. Cid E. Conley, Assistant Director, Institutional Research

DATE: May 19, 2003

RE: Recommendations based on the Focus Group Report

CC: Dr. Brad Bartel, Provost and Vice-President, Academic Affairs

Based upon your request, the Staff Advisory Council and the Staff Climate Study Task Force met on three separate occasions to create the attached ten recommendations. We are providing these recommendations in response to Dr. Alexander's report on the Staff Climate Focus Group Meetings. Dr. Alexander's report incorporated the results of the Staff Climate Survey with the information gathered during focus groups; therefore, we believe the recommendations we are providing are fully supported by the information gathered from staff using both the survey and focus group methods.

While more than 86% of our staff are "proud to work at FGCU," there were areas of concern that were pervasive across the survey results and the focus groups. Four areas of primary concern identified are staffing, communication, compensation and executive leadership. The issue of active Executive Leadership was unanimously identified as the most important factor needed to successfully bring about a change in the organizational climate of the university. It is our hope that in implementing these recommendations a cultural change, and subsequently a change in climate will result.

Implementation of these recommendations will require a commitment of resources above those needed to address effects of our enrollment growth and the corresponding need for additional staffing. We realize that current staffing may not be sufficient to address some of these recommendations and that additional positions may need to be created to implement changes sufficient to impact the FGCU culture.

We appreciate the opportunity to offer these recommendations, and we stand ready and prepared to further assist the executive administration in whatever way we can to facilitate the implementation of the recommendations presented here.

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TEN RECOMMENDATIONS

1. Active Leadership: President, Vice Presidents, Deans/Directors
 - a. Encourage staff to attend training, workshops, courses
 - i. Make provisions for work to be covered while staff is absent
 - b. Increase visibility
 - i. To know first hand the actual workload of their employees
 - ii. Especially during peak times, hands-on, pitch-in
 - c. Mandate training for supervisors
 - i. Increase uniformity in treatment of employees
 - ii. Improve, increase understanding of FGCU policies (comp time, expected work hours per week, etc.)
 - iii. Improve appropriate and uniform use of the FGCU Performance Appraisal Process
 - d. Create more opportunities for job advancement
 - e. Provide incentive by evaluating and redefining job descriptions among staff
 - f. Redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate
 - g. Identify stressors not directly related to amount of work/responsibility
 - h. Reward work and effort with specificity and immediacy
2. Adequate staffing
 - a. Conduct a work unit analysis of departments to include the comparison of the duties stated in the position descriptions with duties actually performed.
 - i. Recommended participants
 1. internal: the staff currently in those positions as well as their immediate supervisor
 2. external: a person to oversee this process
 - ii. This may reveal areas where:
 1. talents and time could be better utilized
 2. additional training may be beneficial
 3. additional personnel are needed
 4. redistribute and/or consolidate work assignments, responsibilities, and challenges as appropriate
 5. ensure that demand does not exceed the supply of resources
 - b. Involve affected staff in the evaluation of the impact of new programs and initiatives before implementation to determine staffing needs/adequacy
 - c. Provide funding for temporary staffing shortfalls such as vacation, sick, parental or FMLA leaves and to provide assistance during peak periods; this may entail developing a pool of substitutes who can respond to short notice requests
 - d. Develop a pool of trained volunteers (or volunteer center) to assist during peak periods

- e. Create positions with accompanying job descriptions for internships or service learning opportunities to assist with staff during peak periods and to provide students with work experience
 - f. Encourage cross-training that would allow units to share staff across departments/units during peak times
3. Communication
- a. Use a variety of modes (e-mail, postings, printed material); repetition is necessary
 - b. More frequent university-wide Town Hall meetings
 - c. Conduct a comprehensive, scientific study of communication methods to determine what is most effective (method, from whom, how frequent)
 - d. Make an institutional commitment to improve communication
 - i. Serves to improve sense of community, belonging, unity
 - ii. Serves to reinforce Employee sense of value
4. Compensation
- a. Monetary
 - i. Conduct a market study to determine equity of salaries
 - ii. Review, revise, and communicate process for determining promotions and raises
 - iii. Review, revise, and communicate process for determining bonus pay
 - b. Non-monetary
 - i. Certificates of appreciation, “First Class” cards, Olympian certificate
5. Technology
- a. Commit to providing sufficient resources, especially personnel to realize the advantages of technology in reducing reliance on manual processes
 - b. Consult with employees to assess equipment needs based on the complexity and quantity of work performed
 - c. Examine the distribution of equipment needed by staff to perform their job in order to assess if the equipment could be used more efficiently
 - d. Examine software needs with the intent to increase automation of tasks where appropriate
 - e. Better, closer integration of technology
 - f. Create a Banner support group that represents a broad cross section of appropriately affected departments
6. Hiring / Recruitment / Promotion
- a. Provide option of internal posting prior to external posting
 - i. Current staff should be considered on an equal basis as external candidates
 - ii. Current staff should have the same opportunity to negotiate salary for a new position as an external candidate would have
 - iii. Salaries offered should be evaluated in relation to salaries of current employees in similar positions

- b. Allow relevant and appropriate number of years work experience for a current staff member to substitute for degree earned when applying for a position/promotion
 - c. Review and streamline process for hiring
- 7. Training – discussion is needed regarding what is mandatory
 - a. Improve orientation of new employees conducted by HR; may need refresher “orientation” on some regular cycle
 - b. Institute orientation of new employees at department level to acculturate them; to include tour of campus, introduction to others in departments as appropriate
 - c. Increase and improve opportunities for in-service training and/or tuition waivers
 - d. Increase and improve opportunities for professional growth/development
- 8. Rewards
 - a. Extend tuition waivers to include immediate family (spouses, sons, and daughters)
 - b. Consider providing bonus pay for staff who take on special assignments under special situations
 - c. Consider offering flex time, extended days off during the winter break, and other benefit improvements
 - d. Examine feasibility of merit pay
- 9. Teamwork / Teams
 - a. Promote team building across and within departments
- 10. Employee Relations
 - a. Evaluate policies annually to determine their impact, positive or negative on work efficiency, work accuracy, and climate