

Administration & Business Affairs

Actions Proposed by
ABA Staff Professionals
2005/06

Destination 2010 (People) Goal: Build a team of great leaders

<i>Proposed Actions</i>	<i>Progress Report</i>
<p>Communication</p> <ul style="list-style-type: none">• Continue the current trend of management communication w/staff• Promote understanding of other people's perspectives -- what do other people do and what are they responsible for?• Allow staff input without retribution• Expect leaders to exhibit a positive attitude: courteous, friendly, providing critical information, going the extra mile ...• Expect managers to <i>walk the talk</i>	<p>Actions</p> <ul style="list-style-type: none">• ABA holds "All Staff Professionals" meetings twice a year to update staff on current division and department activities, goals and accomplishments: Meetings include:<ul style="list-style-type: none">○ Updates from each division family (department) to share knowledge and promote understanding across the division○ A thematic focus on current division priorities, such as Customer Service○ Team building activities• ABA family heads work with staff within their families to develop annual goals for Destination 2010• The CFO/Vice President for Administration has placed an emphasis on staff professionalism, encouraging discussion between managers and staff about training and professional development.• Some ABA families have built <i>professional development</i> plans into the performance evaluation process.• Reports of division professional development and training activities are sent to the CFO/VPA monthly.• Cross training is taking place in numerous units and departments through ABA• The University's Human Resources Professional Development & Training Office offers a Management Development course and a week-long Executive Leadership Seminar, both customized to align with Sacramento State's mission, vision and planning initiatives. All ABA managers are expected to take advantage of these development opportunities as workloads permit, along with the Managers' Toolkit series.• Campus Police management Focus Group meetings have been opened up to all personnel in the department who wish to attend.

	<ul style="list-style-type: none"> • An additional investigator position was added, which is a temporary rotational position where a patrol officer can gain experience and knowledge with a goal of allowing participants to bring their knowledge back to the field to share with others on patrol and enhance their promotion/educational opportunities. This also allows patrol to gain a perspective of what an investigator does. • Campus Police staff Focus Groups are encouraged to make suggestions for the ABA monthly reports which increases recognition of everyone in the department.
<p>Management</p> <ul style="list-style-type: none"> • (Leadership) accept responsibility for public actions • Provide for evaluations of management by staff • Practice equality in treatment of staff and salary compensation • Train managers in department operations and keep them updated --> require management training • Encourage leaders to step outside the box to try new things and make changes. Try change, evolve it, then discuss with staff • (Leaders) promote from within • Provide people oriented management • Educate managers and supervisors to exhibit high morale • Improve skills for leaders (managers) to communicate with those who report to them • Foster trust 	<p>Actions</p> <ul style="list-style-type: none"> • Stewardship and compliance are high priorities for ABA. Two of ABA's 10 Destination 2010 goals focus on compliance and high standards for financial and operational systems management. Ethics training is mandated for ABA managers, and accountability courses through HR are recommended. • The ABA performance evaluation process for 05/06 includes review of senior division managers by other managers and staff with whom they interact daily. • Managers are encouraged to continually improve leadership skills through external professional development opportunities. • The Vice President for Administration articulates at meetings and events his commitment to the promotion of mutual respect across the division • ABA has developed a <i>Shared Code of Conduct</i> based on respect, honest, forthright and clear communication, ethical behavior and trust. • Campus Police have promoted two officers to the rank of corporal in-house within the last year.
<p>Recognition</p> <ul style="list-style-type: none"> • Formally recognize good leaders (using web technology) 	<p>Actions</p> <ul style="list-style-type: none"> • In 2005, ABA launched the <i>Management Peer Award Program</i>, with awards presented to ABA managers at the annual Winter Luncheon in December 2005. The criteria is based on values that contribute to excellence in management and leadership. • The ABA Recognition Program website has been updated with current program information and photos. • Staff leaders are recognized through the <i>Staff Perspective</i> featured on the ABA Destination 2010 website. • The achievements of management and staff employees are posted on the ABA Honors & Awards websites.

	<ul style="list-style-type: none"> • An online division newsletter is planned for fall 2006, with features focused on staff appreciation and achievement.
<p>Staff Input/Empowerment</p> <ul style="list-style-type: none"> • (Leaders) support staff • Include staff in the decision-making process • Focus on staff talents and strengths • (Managers) be approachable to staff • Empower employees to make decisions within their parameters 	<p>Actions</p> <ul style="list-style-type: none"> • As part of its staff recognition program enhancements, ABA has added a way for managers to recognize staff within their own families (Valued Staff Awards) at the division-wide Winter Luncheon.
<p>Standards</p> <ul style="list-style-type: none"> • Define what constitutes a great leader – how would a leader communicate, how would a leader make the biggest impact? 	<p>Actions</p> <ul style="list-style-type: none"> • ABA’s peer recognition programs award managers and staff for exhibiting strong leadership skills. The Staff Peer Award leadership criteria includes qualities, such as: professionalism and integrity, insightfulness, the provision of guidance and judgment to help others succeed, visionary ideas for new directions and new ways of doing things.
<p>Training/Development</p> <ul style="list-style-type: none"> • View training as a privilege and an opportunity • Embed a development plan in evaluations • Strive for a well-educated and trained staff • Develop training and <i>team building</i> for all department employees – promote proven current employees • Establish a standardized list of training classes in order to develop a solid foundation of basic knowledge • Require training accountability, with continuing assessment • Cross-train • Provide <i>trainee</i> opportunities for employees to <i>try out</i> positions • Establish an administrative trainee program • Begin mentoring programs in departments to help junior staffers acquire institutional memory and experience to advance into management positions • Develop leadership training utilizing trained employees • Provide options for leadership development training – leadership in project planning and management • Provide skills training, in budget, strategy, etc. • Develop departmental seniority • Hire a good leader and union representative 	<p>Actions</p> <ul style="list-style-type: none"> • Some ABA families have built <i>professional development</i> plans into the performance evaluation process • The new ABA Director of Strategic Planning & QI is responsible for identifying training needs for ABA division management and staff, and for exploring available opportunities to address these needs. The director sits on the newly formed HR Training Advisory Council to represent the ABA division, communicating the training and development needs of ABA and working with HR and to explore options for meeting the needs. • The ABA Destination 2010 Leadership Council and the CFO/Vice President for Administration have worked to identify baseline training for both managers and staff in ABA. • Human Resources’ has developed a series of training modules for both managers and staff to develop core competencies and build upon them. Examples include: Communication & Service, Leadership.Development, Leadership in Action, Managers’ Toolkit Series. ABA has been working closely with HR to capitalize on training and development opportunities for division employees. • Team-building was a major component of the June 6, 2006 ABA Staff Professionals meeting. A facilitator worked with staff to emphasize the importance of teamwork using drums, emphasizing the value of all band members to the musical product. • Cross training took place throughout 2005/06 in multiple ABA

departments and units. See the ABA Destination 2010 goals for 2005/06 –

www.csus.edu/aba/http://www.csus.edu/aba/destination2010/outcomes.htm.

- Some ABA units require that staff routinely share information and knowledge following attendance at training.
- The Business Partners Roundtable, established in fall 2005, offers a forum for interested staff to learn more about ABA business processes, policies and procedures, to ask questions, voice concerns, and develop a deeper understanding of operations and regulatory requirements. Topics range from budget and travel to accounting, student fees and other
- Campus Police Department members have attended numerous training classes to maintain and enhance job skills.