

Administration & Business Affairs

**Actions Proposed by
 ABA Staff Professionals
 2005/06**

Destination 2010 (People) Goal: Develop high employee morale

<i>Proposed Actions</i>	<i>Progress Report</i>
<p>Commitment</p> <ul style="list-style-type: none"> • Take employee programs seriously – provide more than just <i>lip service</i> • Each employee should regard his/her role on the campus with high spirit and pride 	<p>Actions</p> <ul style="list-style-type: none"> • The University Police Sports Card program has boosted spirit and pride in the department by spotlighting individuals, their values and accomplishments, and commitment to their profession. • Implementation of the Bicycle Patrol Program in Public Safety is an example of a joint project, where administrators and officers worked cooperatively to build a program with state-of-the-art equipment and gear, identified uniforms, and a storage/office facility. • Destination 2010 core values include institutional pride and identity. ABA's online <i>Staff Perspective</i> is one way the division is focusing on pride and the role of staff on campus.
<p>Communication</p> <ul style="list-style-type: none"> • Keep upper administration informed of what we do; why we are here • Have quarterly or half yearly meetings with ABA senior staff • Communicate using common language 	<p>Actions</p> <ul style="list-style-type: none"> • ABA families report monthly to the Vice President their significant projects and accomplishments. These reports are used to prepare reports for distribution to President's Cabinet and are posted on the ABA website. • ABA senior managers participate in the bi-annual ABA Staff Professionals meetings by presenting updates to division staff. • <i>Business Matters at Sac State</i> issues informational bulletins to campus users of Financial Services. Writers have committed to simplification of language to clarify complex and terminology-based policies and procedures.
<p>Management</p> <ul style="list-style-type: none"> • Avoid micromanagement • Develop self-respect in management and supervisory staff • Practice equality with staff • Provide more positive reinforcement • Lead by example 	<p>Actions</p> <ul style="list-style-type: none"> • The CFO/Vice President for Administration has emphasized the importance of professional development and training for both managers and staff, with a focus on Sac State's own customized management and leadership programs. • The CFO/VPA has communicated a priority for mutual respect across

	<p>ABA</p> <ul style="list-style-type: none"> The ABA <i>Shared Code of Conduct</i> emphasizes respectful behavior
<p>Recognition</p> <ul style="list-style-type: none"> Increase morale through staff recognition Supervisors/managers should recognize their own staff Management should provide positive feedback Morale would increase if suggestions were reviewed and feedback given It's not always about the money. People need recognition, ribbons Broaden the scope of recognition methods Promote recognition within departments and among employees, and division-wide Continue to enhance staff recognition programs like the Facilities Management program – a recognized staff has high morale Ask employees to vote on monthly recognition of co-workers Implement a <i>Rapid Recognition Program</i> for supervisors and managers to recognize employee money saving and process saving ideas and solutions (gift certificates, preferred parking, paid yearly staff parking pass, etc.) Encourage staff to communicate compliments to other staff (internal and external) via e-mail, with copies to supervisors, who can forward to the VP for recognition of stellar achievements Employee recognition -- monthly employee honors for jobs well done – award \$20 gift card, gift cards for dinner, movies 	<p>Actions</p> <ul style="list-style-type: none"> In 2005/06, ABA implemented a variety of staff recognition programs: <ul style="list-style-type: none"> <i>Family Valued Staff awards</i> for managers to recognize staff within their departments/units <i>Management Peer awards</i> for managers to recognize other division managers at all levels of management ABA staff was surveyed to determine the most important collegial characteristics to recognize through the awards program The ABA Recognition Program website has been updated with current program information and photos Staff are recognized through ABA D2010 website <i>Staff Perspective</i> feature At the department level, Facilities Services conducted a survey to get staff feedback on the long-time Staff Recognition Program. Based on the results, modifications have been made to make it more meaningful. Start-up of the new program began in summer 2006. Staff Professional Thamsyne Brown is the program coordinator. An online division newsletter was published in fall 2006, featuring notes of appreciation from across the division. The Business Partners Roundtable has introduced a section where attendees can thank others who have helped them in their work.
<p>Staff Input/Empowerment</p> <ul style="list-style-type: none"> Involve employees in discussions/policy decisions, etc. related to their areas Listen to staff and implement staff ideas Open management meetings to the staff Establish a committee of representatives from all crafts -- housing, maintenance, custodial--to address morale issues on a timely basis Solicit staff input for building design (maintenance concerns) 	<p>Actions</p> <ul style="list-style-type: none"> Public Safety has opened its (formerly management) focus group meetings to staff . Staff meetings throughout the division promote the communication of information. Public Safety has given responsibility for decisions on student orientation to staff, in cooperation with sergeants, including development of the presentation and coordination of lunch and the parent reception. Based on input from police officers, Public Safety management now allows officers the option of wearing tactical uniforms when on patrol, a less formal alternative that provides ease of movement and comfort . Police officers have been given authorization to use retrofitted shotguns to improve response and ease of use, based on input. Project drawings are provided for review of all major capital projects by

	Facilities Services staff. An email is sent to all staff in the department letting them know when and where the drawings are available for review.
<p>Teamwork</p> <ul style="list-style-type: none"> • Conduct <i>team building</i> exercises at each staff meeting • Promote/develop trust between administration and employees • Practice equality within departments • Promote mutual respect, even where there is disagreement • Build team spirit and fellowship among internal department employees • Increase social opportunities -- encourage department members to participate in outside activities with each other • Sponsor <i>team-building</i> events to promote fellowship, extending it to the community – staff involvement in the community to promote CSUS • Promote/fund <i>team building</i> activities – bowling, rafting, etc. • Offer a real Christmas party with gift exchange 	<p>Actions</p> <ul style="list-style-type: none"> • The bi-annual ABA All Staff Professionals meetings will include team building as a basic component of all scheduled meetings. The June 6, 2006 meeting featured a facilitator who worked with staff on team-building using musical instruments • A number of ABA departments and units (such as CMS and Financial Services) include team-building exercises on staff meeting agendas routinely. • In June 2006, Sacramento State sponsored a 3-day POST ethics training workshop in the Alumni Center, where campus officers attended as a team, along with officers from the CHP, the mandatory two-year training. • The ABA Shared Code of Conduct promotes respect, trust, equality and teamwork.
<p>Training/Development</p> <ul style="list-style-type: none"> • Related to the issue of pay raises, provide training opportunities so that staff can confidently apply for promotions, re-classes, in-range progressions • Provide trainee and more in-house promotional/advancement opportunities • Improve employee morale by cross-training • Formalize job training for new employees: Establish specific and progressively attainable checkpoints/goals throughout the first year of appointment so the employees know how they're doing, formatting the review process for objectivity • Provide <i>investigation</i> training for Public Safety 	<p>Actions</p> <ul style="list-style-type: none"> • A major priority for the CFO/VPA is to build the professional profile of ABA division managers and staff. A monthly report submitted to the Vice President by all ABA families includes an addendum for reporting employee training and development activities. • The Business Partners Roundtable, established in fall 2005, offers an open 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 business and finance related subjects • Some ABA departments provide certificate training (such as Procurement) for employees through Sac State's College of Continuing Education. Attendees are given professional certificates, which help to build confidence and enhance promotional opportunities. • Cross training was an annual goal for some 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. • The ABA Destination 2010 Leadership Council and the Vice President for Administration have worked to identify appropriate baseline training for both managers and staff in ABA • In 2006/07 all sworn police officers will obtain perishable skills update training (required every 2 years), where baton, (weaponless) hand judo,

	firearms, arrest, emergency operations vehicle, first aid, and CPR skills are practiced.
Social <ul style="list-style-type: none">• Use our (wonderful) Aquatic Center for events	Actions <ul style="list-style-type: none">• The Aquatic Center has been the location of campus events in the past. While it is a wonderful location, it is too far from campus to be practical for most division events.