Staff Associations – Discussion Topics
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1. Legislative update.
    a. 3% COLA 1% merit.
    b. Concerns about 2nd tier tuition.
    c. Concerns about large staff increases last year relative to faculty.
    d. Incremental dollars through mission-based funding, etc.
    e. Incremental dollars through 2nd tier tuition.
    f. Senator Hickman's bill will require an accounting.
2. Strategic directions.
    a. Vision: Relatively smaller staff with higher average compensation.
        i. Target range about 25% higher
            1. Based on salary equity studies benchmarked by baccalaureate institutions.
            2. Reduce the number of lower-paid positions and replace with students/part-time wherever possible.
            3. Functional restructuring.
            4. We are currently preoccupied with our classification system. The modern trend is towards broad-banding where there are fewer grades but more salary latitude within the grades. Broad-banding depends on more managerial and leadership skills.
        ii. Create a more professional managerial culture and structure.
            1. Way too much departmentalization and departmental protectionism. Our current structure is the result of historical evolution, not necessarily conscious design.
            2. Culture must cut across organizational boundaries. A central point of the culture must be a commitment to students and our educational mission. A second point must be the commitment to excellence as perceived by our customers, students and community.
            3. Managers fail to recognize their fundamental responsibility to manage and continue to place more pressure on supporting organizations (e.g. finance and HR).
            4. Managers are not always dealing with employee performance issues in a timely and professional manner. I am a big believer that most folks are solid, professional contributors. However, when poor performers are allowed to abuse the system, the entire organization suffers. My experience is that poor performers not only fail to perform themselves, but they drag down two others.
            5. I have a particular concern about the continuing problems of sexual harassment. Nothing saps the performance and

integrity of an institution faster than this issue. We can and must do better. We must create a climate and culture where every person feels free to give their best and most creative effort and where they are valued as individual human beings, not objects.

3. The role of staff associations
   a. The two staff associations at Dixie generally have a larger role in the processes of the college than at most peer institutions.
   b. The roles are formalized through state law and institutional policies and procedures.
   c. When staff associations create parallel or competitive processes to those approved by state law and institutional policy, they remove themselves from the protecting umbrella of the state and may subject the associations and the officers to personal legal liability.
   d. The associations should start all assistance to employees by referring to policies and procedures. If there are problems with the policies and procedures, we need to correct them, but we should not create parallel processes.
   e. The exempt staff association has failed to explicitly articulate the inherent conflict created by an association made up primarily of managers in the college. This puts this association under particular risk and scrutiny. Managerial members of the association must understand that state law expects them to put their managerial responsibilities ahead of the staff association roles. This may leave other exempt employees without representation or it may jeopardize the managerial integrity of officers of the association. Some research on this topic would be helpful to advance the association's continued development.