

MEMORANDUM

To: David Dooley, UPBAC Chair and UPBAC Membership
From: CEPAC Membership

Re: **UPBAC Initiatives With Respect to the Regents' Strategic Goals & Objectives for the Montana University System**

CEPAC's attention has been drawn to UPBAC's "*MSU Global Initiatives: Responding to the Strategic Goals and Objectives for the MUS*" and, as a partner in Shared Governance, we have heard some of the preliminary opinions of Faculty and Professional Councils. We understand from Jeanne Wagner (classified UPBAC representative) that, albeit in the draft stage, the document forms the basis of UPBAC's recommendation to PEC in preparation for the Regents' meeting in November.

CEPAC is encouraged by the inclusion of some very exciting ventures, plus the potential this document offers for progressing many of the tactics already written for MSU's Five Year Vision. Our concern, however, is that the current Global Initiatives omit any strategy for pursuing (a) the classified contribution to student retention, the State economy, or to institutional efficiency; or (b) the extraordinary local market forces and cost of living issues severely impacting classified recruitment and retention.

CEPAC is aware that UPBAC's work is as yet incomplete, but wishes to stress the effect on the classified workforce implied by - but not addressed in - the Global Initiatives.

We take the liberty of reviewing with you some pertinent classified activity: Significant considerations for MSU are the potential loss of institutional knowledge, and the adverse impact on productivity and moral resulting from poor retention of new hires. Not to mention the financial burden of repeated searches. CEPAC has regularly discussed classified cost of living and subsistence issues with the Regents and OCHE and, this year, provided information to the House Appropriations Committee. In July (please see attached), CEPAC presented on staff recruitment and retention, in the context of the Regents' planning retreat. (As a direct result, CEPAC is collaborating with our equivalent MUS organizations on a project to improve staff retention through professional development and training).

Our presentation to the Regents in November will continue the cost of living/recruitment and retention focus, this time in relation to the Regents' three goals.

Simultaneously, CEPAC maintains regular dialogue with Personnel and Payroll Services, and is also actively involved, with the Classified Tactical Team for the Five Year Vision, in the pursuance of the Team's tactics - several of CEPAC's ongoing projects meld with these strategies. Of particular significance, without wishing to single out specific strategies, are two tactics: #100 (employee recruitment), and #122 (provision for increased infrastructure support and service). Although written in response to the Vision's Goal II.A.3 and Goal II.E.2 respectively, they also appear critical to fulfilling the initiatives UPBAC is now in process of formulating.

CEPAC would be happy to provide any further information that would be helpful to UPBAC, and strongly urges consideration of the Global Initiatives from the classified perspective.

Mountains & Minds

CEPAC Membership:

Genevieve Burmeister, Chair
(*Secretarial/Clerical*)
Michelle Larsen, Chair Elect
(*Secretarial/Clerical*)
Eileen Baker (*Tech/Paraprofessional*)
Matt Blazicevich (*Service Maintenance*)
Steve Burk (*Classified Professional*)
Ray Byerly (*Skilled Crafts*)
Mary Engel (*Secretarial/Clerical*)
Janae Heap (*Tech/Paraprofessional*)
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**Classified Employees Personnel Advisory Committee
Board of Regents' Planning Retreat
Meeting: 7:00 am, July 15, 2005**

CEPAC has considered current classified issues, at MSU-Bozeman, in the context of their potential to influence 5 to 15-year planning. We respectfully tender comment, broadly encompassed under a recruitment/retention label, but see these points as very much integrated with our Further Considerations.

1. Recent Classified Recruitment and Retention:

- 52% of the current classified workforce has longevity of 5+ years¹ -
 - 20% has longevity of 15+ years
 - average duration of service of 8 years
 while these figures are not extraordinary today, the following points may indicate an adverse impact for the future.
- Risks of regular loss of employees with shorter service histories:
 - increased recruitment costs -
 - 1 in 7 supervisors² experienced more than 5 classified vacancies occurring within the last two years
 - 270 classified searches¹ were conducted in FY04, at a *minimum* cost of \$146,000
 - loss of -
 - productivity, continuity, corporate knowledge, and return on investment in human resources (training, etc). Please see table below for FY04 data:
 - vacancies occurred in as many as 1 in 3 positions within the same category of employment
 - Secretarial/Clerical and Service Maintenance experienced positions vacated in proportion significantly greater than their share of campus population
 - on average, 58% of positions were vacated by incumbents with less than 3 years' service

FY04 terminations data¹ – relating to positions of .5FTE and greater (MSU-Bozeman)

Positions (not headcount) of .5FTE and greater	“EEO” category (roughly translated from job titles provided in FY04 terminations data) ¹				
	Classified Professional	Secretarial /Clerical	Technical /Paraprofessional	Skilled Crafts	Service Maintenance
# available positions on campus (all classes: classified, professional, faculty, administrator) and as % of the workforce	142 5.3%	371 14.0%	277 10.4%	50 1.9%	314 11.9%
# positions vacated in each EEO category and as % of vacated positions on campus (all classes)	8 2.7%	58 20.2%	32 11.1%	7 2.4%	48 16.7%
vacant positions within own EEO workforce	1 in 10	1 in 6	1 in 3	1 in 7	1 in 5
% of vacated positions where incumbent held position for less than one year	22%	41%	33%	0%	36%
% of vacated positions where incumbent held position for less than three years	44%	86%	86%	0%	70%
% of vacated positions where incumbent held position for <u>more</u> than five years	22%	7%	15%	100%	13%

- MSU-Bozeman's status as a competitive employer is negatively impacted by local market forces, including:
 - Growing off campus competition -
 - 35% of supervisors² lost classified staff to promotion/better pay off campus
 - supervisors² cited primary reasons for searches not producing a hire –
 - offers rejected for salary reasons, 42%
 - lack of qualified applicants, 26%
 - or simply too few applicants 16%
 - Increasing cost of living in Gallatin County -
 - owner-occupied housing in 2000³ at 146% of the Montana median

2. Further Considerations:

- a. How might classified staff be of assistance to the Commissioner and/or Regents?
Particularly in the areas of:
 - i. State Contribution to the Pay Plan
 - CEPAC is aware of increasing campus awareness of impact of continued reduction in funding:
 - Fee hikes
 - Lack of funding for new, or improved, campus initiatives
 - CEPAC supports the philosophy of fair and equitable reward across and within all categories of employment, with emphasis on market influences in the Bozeman area, and the necessity for flexibility
 - ii. Student Recruitment, Retention and Career Prospects
 - A significant portion of the student experience is impacted by face to face service from classified staff
 - CEPAC acknowledges the importance of MSU-Bozeman's role within the community and local economy
- b. CEPAC supports MSU-Bozeman's efforts in the areas of following -
 - Performance Evaluation
 - Training and Development
 - Initiatives designed to promote the University's role in the community, both as a high quality employer, and a positive influence on the economy⁴
- c. CEPAC encourages MUS collaboration in the further development of
 - Performance Evaluation
 - Supervisor Training
 - Exit Interviewing

¹ from data provided by MSU-Bozeman Personnel & Payroll Services, and/or MSU-Bozeman Department of Planning & Analysis

² responses to MSU-Bozeman Professional Council and MAP Advisory Committee Survey of Supervisors, 2005 (relating to FY04-FY05)

³ Compensation Study Report to the Board of Regents Budget Committee 9/2004 (Table 5)

⁴<http://www.montana.edu/upba/vision/fstactics.html> (staff and professional tactics #100-#126)