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Committee for Human and Organization Development

[Joe Hearne (Chair), Ivan Andarza, Linda McKenna]

Committee Chair Comments

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Board Meeting Date: April 23, 2015

Proposed Minute Order #: 10-15(c)

Proposed By: Gail Lawrence, Vice Chancellor/Chief Culture Officer

Subject: Policy on Chancellor - Chief Executive Officer Search

Background: The Chancellor of the Texas State Technical College (TSTC) System acts as the Chief Executive Officer of the System and each college within the TSTC System is currently led by a President who serves as the local Chief Executive Officer. Human Resources policy, in supplemental support of SACSCOC Core Requirement 2.3 – Chief Executive Officer, has previously outlined the search process for the selection of the College President(s).

Justification: TSTC is to be restructured as a single college (and will no longer comprise four independently accredited colleges), and the Chancellor will serve as the Chief Executive Officer of that college. Therefore, it is appropriate that Human Resources policy should outline the search/selection process for the Chancellor, rather than “the College President(s)”.

Additional Information: None

Fiscal Implications: None

Attestation: This Minute Order is in compliance with all applicable laws and regulations to the best of my knowledge.

Attachment(s): Proposed Statewide Operating Standard Chancellor - Chief Executive Officer Search

Recommended Minute Order: “It is the policy of Texas State Technical College to select the Chancellor through a national search open to internal and external candidates or as directed by the Board of Regents.”

Recommended By:

A handwritten signature in cursive script that reads "Gail Lawrence".

Gail Lawrence, Vice Chancellor/Chief Culture Officer

**TEXAS STATE TECHNICAL COLLEGE
STATEWIDE OPERATING STANDARD**

No. HR 2.1.17	Page 1 of 2	Effective Date:
DIVISION:	Human Resources	
SUBJECT:	Chancellor - Chief Executive Officer Search	
AUTHORITY:	MO 10-15	
SUBMITTED BY:	<i>Original Signed by Gail Lawrence</i>	
TITLE:	Vice Chancellor/Chief Culture Officer	Date:
APPROVED BY:	<i>Original Signed by Michael L. Reeser</i>	
TITLE:	Chancellor	Date:

STATUS: New

HISTORICAL STATUS: Proposed 02/28/2015

POLICY

It is the policy of Texas State Technical College to select the Chancellor through a national search open to internal and external candidates or as directed by the Board of Regents.

PERTINENT INFORMATION

By Minute Order 10-15, the Board of Regents reserves the authority to approve appointments to the position of Chancellor. The Board of Regents may delegate authority to launch a search for the best-qualified candidate to fill a vacancy for Chancellor or the Chief Executive Officer of Texas State Technical College. The search process will be dictated by the needs of the college. In some instances following consultation with appropriate constituencies, the Board of Regents may choose to fill the vacancy by reassignment from within Texas State Technical College.

An Executive, designated by the Board of Regents, will determine the appropriate time frame for filling the vacancy and provide for an orderly transition. Normally the time frame will not exceed one hundred and twenty (120) days; however, the best interests of the college and individual circumstances will be considered in determining this period. The Board of Regents may appoint an interim Chancellor to serve until a new Chancellor has assumed the duties of the position.

DELEGATION OF AUTHORITY

The Executive designated by the Board of Regents will be responsible for implementation of the policy and procedures regarding selection and appointment of a Chancellor.

OPERATING REQUIREMENTS

The procedures in this section will apply when the vacancy is not filled by reassignment from within Texas State Technical College.

The Board of Regents will appoint the Chair of the Chancellor search committee (Committee Chair). After consultation with appropriate constituencies, the Committee Chair will appoint representatives to serve on the Chancellor Search Committee.

The Committee Chair and members of the Chancellor Search Committee will outline the desired characteristics of an incoming chancellor. The designated Executive will develop the vacancy announcement, release the announcement and receive applications from interested parties. The designated Executive and assigned Human Resources administrator(s) will review all applications, select a pool of approximately three to five finalists, and check the finalists' references. The finalists' application packets will be forwarded to the Chancellor Search Committee for review. Applicants and finalists' names and affiliations will be treated as confidential information, subject to requirements of the Texas Public Information Act.

Working with College staff, the designated Executive will:

- notify finalists of their selection and arrange times for their interviews;
- assist the finalists in making travel arrangements;
- release finalists' names to the college, the media, and the public;
- send an information packet to each finalist; and
- arrange community meeting(s) with the finalists.

The designated Executive and members of the Chancellor Search Committee will conduct an interview with each finalist, using the agreed upon assessment methods. The Committee will conduct these interviews in accordance with the TSTC Statewide Operating Standard on Equal Employment Opportunity/Affirmative Action (HR 2.5.1) and the Texas Public Information Act.

Following the interviews, the Committee Chair will recommend to the Board of Regents a candidate for appointment, a recommendation to continue the search, or other appropriate options.

The Executive or the assigned Human Resources administrator will offer the position to the Board-approved candidate and negotiate conditions of employment with that candidate.

PERFORMANCE STANDARDS

Chancellor Search Committee documents are available that support each Chancellor's selection.

Texas State Technical College
State Appropriated Employees - Full Time Equivalent*
Second Quarter FY 15

	APPROPRIATED FTE FY 14/15		FTE ACTIVITY FY 15		
	A Appropriations Bill	B Appropriations Bill, Adjusted *	C Appropriated FTE Adjusted, Including Partnership Transfers **	D Second Quarter	E Difference Between Appropriated FTE Adjusted (Col. C) and Second Quarter (Col. D)
<u>TSTC Harlingen</u>	415.1	440.1	440.1	447.7	-7.6
<u>TSTC Marshall</u>	102.0	134.0	134.0	117.3	16.7
<u>TSTC Waco</u>	566.2	566.2	570.2	548.1	22.1
<u>TSTC West Texas</u>	211.5	211.5	211.5	187.5	24.0
<u>TSTC System Administration (TSTC System Operations)</u>	44.1	44.1	40.1	38.0	2.1
TSTC System	1,338.9	1,395.9	1,395.9	1,338.6	57.3

*Includes additional requested FTE. (1st Quarter 2015: Harlingen 25, 0; Marshall/Red Oak, 32; Waco, 0; and West Texas, 0.)

** Partnership transfers for FY 14/15 **(4) from System Administration to Waco**



TSTC CLIMATE STUDY REPORT

to the

BOARD OF REGENTS

Introduction

TSTC Administration asks employees to participate in a climate study to gain a better understanding of employee perceptions of the organizational environment. The ultimate goal is to perform these surveys annually and use the information to make TSTC a great place to work.

Climate surveys are a feedback process that provides the organizational leadership with an understanding of how employees perceive the organization along different dimensions, and often offer a blueprint for continuous improvement.

As a result of the 2012 survey feedback, TSTC Administration began a process of **studying its rate of pay and developing a compensation strategy** that ensures a fair and competitive compensation package. A compensation committee was created to manage a single process statewide creating fair and consistent practices for hiring, promotion and advancement. Management has focused on **creating unity** across the top of the organization **so TSTC is properly focused on its people and goals**.

The 2014 survey was given to see how we as an organization are performing compared to 2012, especially after having leadership changes at all of our colleges, beginning the single accreditation process, and aligning functionally across the organization.

Approximately 52% of TSTC employees participated in the 2014 survey. This tells us that the sample accurately represents the perception of the TSTC employee population at the 99% confidence level.

The Executive Management Committee reviewed the survey results and found a certain level of mixed results. The overall statewide employee satisfaction score for 2014 reflected a 1.45% decline from 2012 to 3.62 on a 5-point-likert scale, and is not the direction we want to go, no matter how slight the change.

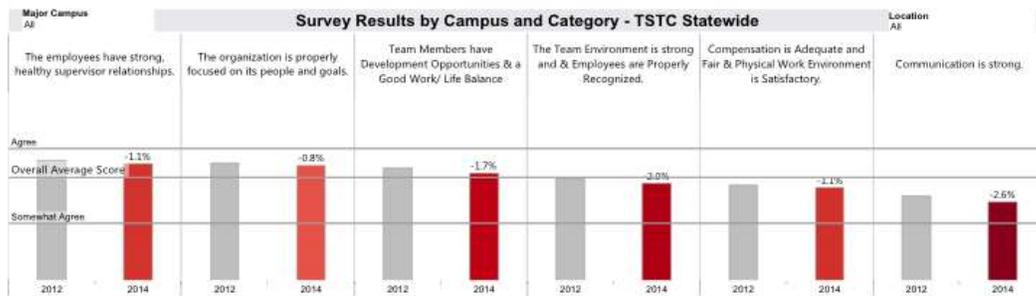
Following are some trends that emerged from the comments as well as information gleaned from the survey results.

Trends and Information

Trends emerged in the open comment fields on the survey instrument. Many comments were made describing **supervisor relationships as largely positive**, although more clarity is needed in the midst of the organizational changes so individuals understand who are their new supervisors. Additionally, employees expressed more training and leadership development is needed for supervisors.

Many spoke to their **love for their job and the organization**, saying “TSTC is a great place to work!!!” and “I truly love working for the TSTC family. Although there are occasional problems this is an exceptional place to work.” Others expressed the need for **more training and professional development in general, better communication, safety concerns, and more frequent raises**.

The surveys provided a better understanding of the organizational climate. For example, the single highest ranked response to the survey questions shows that **employees agree they have a clear understanding of how their work directly contributes to the overall success of the organization**.



One can also see **employees agreeing that their relationships with their supervisors are for the most part strong and healthy**, the organization is properly focused on its people and goals. Employees agreed less that the team environment is strong and employees are properly recognized and that they are properly recognized in a strong team environment.

Indeed, when digging deeper into the question behind the categories one learns more about the opinions of supervisors. **Four out of the five top highest scoring questions** said TSTC employees agree that their supervisors treat them with respect, are competent, value employee contributions and listen to what is being said.

On the other end of the spectrum, **communication and compensation at TSTC were among the greatest employee concerns in the Fall 2014 survey**. This was consistent both with the lowest scoring survey questions and the trends in the comments.

Fortunately, **steps were already being made to improve both compensation and communication based** on the 2012 survey. In November 2014, a \$2.6 million statewide pay raise was given to approximately 1,350 employees. Great care was taken to ensure each employee received the maximum salary increase, whether that was a 2.5% increase, an increase to mid-point, or \$1,200.

Making compensation a priority in the budget process, the new funding formula, single accreditation and our fundraising efforts are strategies that will enable the organization to make great strides in compensation in the future.

Administration has built statewide protocols on compensation matters to apply discipline and consistency on all compensation matters including hiring, job changes, promotions, restructuring, stipends, and title changes. An executive committee now meets regularly to continue furthering the compensation strategy.

Greater care has been made to improve communication. Some of the steps that have been taken include:

- Prioritizing the live streaming of board meetings and public posting of Board agendas as a way to keep employees informed first-hand of important matters;
- Experimenting with a video announcement for a more personal form of communication on the pay increase;
- Taking the time to intentionally communicate to departmental supervisors of organizational changes prior to large-scale announcements so employees can go to their supervisors for answers;
- Creating action committee groups so campus leaders and functional services can communicate regularly and information can flow out; and
- Creating OneTSTC email which sends information statewide about matters of importance like single accreditation, human resources benefits, and organizational successes.

The individual questions that had the greatest improvement for TSTC statewide indicate:

- TSTC is doing a better job at providing training so employees can do their job well,
- Supervisors treat employees with respect, and
- The organization understands its customers' needs.

Conversely, in Fall 2014, TSTC overall declines of 14-15 points in the areas of:

- Work/life balance,
- Employees agreeing that they have the opportunity to participate in the goal-setting process,
- Praise and recognition being given when there's a job well done, and
- Adequate opportunities for growth in the organization.

In making TSTC a great place to work, the TSTC Administration will consider strategies to address these areas. Additionally, safety concerns addressed in the survey comments, such as more active shooter/fire drills, security, sidewalks, and classroom door locks are being relayed to the Facilities team and Safety officers for future action.

Conclusion

Climate surveys are a feedback process that provides Administration an understanding how employees perceive the organization along different dimensions. The participation of each employee is greatly appreciated. This process is essential in facilitating organizational growth and change and allows the organization to focus on needs and leverage its strengths. It also allows Management to provide employee feedback on the actions being taken on areas of greatest concern to employees. The results of the survey have been shared statewide. Each campus president has been communicating the campus specific results, and taking measures to institute changes accordingly.