

REPORT OF  
PERSONNEL AND ORGANIZATIONAL  
DEVELOPMENT COMMITTEE

October 14-16, 1996  
Frankfort, Kentucky

PODC met October 1-4, 1996 in Mystic, CT. Its efforts are organized into five main groupings, with each at different stages of completion. The five topics are: Human Resource Management, Diversity and Pluralism, Outreach/Seamless Organization, Alternative Revenue Sources, and Shared Leadership.

1. Human Resource Management

- a. To insure that the National Administrative Officers meeting contain sessions and speakers on human resource issues, it is important that a PODC member be part of the planning committee. A representative on the Planning Committee for the National Administrative Officers meeting was requested by the ECOP chair. It is unclear whether that communication got through, but Nancy Hicks will continue to serve on the committee and pass on that role to Jerry Whiteside when she leaves PODC. The 1997 Administrative Officers meeting is scheduled for April 1-4 in San Antonio, Texas.
- b. Work Life Study - A draft copy of the results of the study is attached for review by ECOP members. Plans are to distribute the findings to directors and administrators, to put up an electronic version, to organize a session on this topic at the National Administrative Officers meeting, and to submit proposals for inclusion in the agendas of the Galaxy conference and other regional and national meetings.
- c. Technological Communication - PODC members were pleased that NASLJLGC is proceeding with setting up a home page on the internet. Promotion of the Human Resources Electronic Network continues. Henry Brooks will carry the information to 1890s. A message was put on to assist subscribers in improving utilization of the system. To be included will be an updated listing of human resource management professional development opportunities and existing videos on human resource subjects.

2. Diversity and Pluralism

- a. The subcommittee on Extension Diversity (SED) met in Rochester, NY the last week of September. With Curtis Gear's impending retirement, Maurice Dorsey was selected as co-chair along with A. J. Dye from CSREES. Four agenda items were covered:
  - (1) Recruitment, Selection and Retention - As a joint effort of the Human Resource Management work group and SED, "Strategies to Create a More Culturally Diverse Workforce" was intended to share successful recruitment selection and

retention strategies that have resulted in greater diversity and pluralism . The preliminary findings suggest that most states are seeking this same information and few have identified new approaches. The final report will be completed in January.

- (2) CSREES Diversity Council - At one time the federal partner had a functioning Diversity Council, but since reorganization that council has been inactive. It is suggested that ECOP request that the CSREES Administrator reactivate the CSREES Diversity Council.
  - (3) SED will continue to carry out the procedures for soliciting nominations, selecting award recipients, and recognizing recipients of the diversity awards.
  - (4) SED will monitor the progress of the system in its efforts to increase diversity and pluralism.
  - (5) A working committee will prepare a position paper concerning the relationship between affirmative action and diversity.
- b. National Center for Diversity - As was decided at the last ECOP meeting, the National Center for Diversity will be reporting through PODC. To facilitate communication, PODC will appoint one of its members to the Center's Advisory Committee. A report of Center accomplishments and upcoming training sessions was shared in order to better , inform PODC members on the nature of the Center and its activities.

### 3. Outreach/Seamless Organization

Jim Christenson and David Rogers of PODC participated in the preparation of the "Engaged University," a statement for the Kellogg Presidents' Commission on the Future of State and Land Grant Universities. A PODC workgroup is now addressing how Extension can be a partner in developing such an engaged university. A position paper is being prepared that will address the components of an engaged university, the conditions necessary for achieving an engaged university, examples of Extension's involvement in engaged universities, and recommendations for achieving an engaged university. The statement will be ready in January.

### 4. Alternative Revenue Sources

This work group has delayed their efforts somewhat to see what the ECOP Ad Hoc Committee on Program Resources would address and to secure a copy of the Scott Reed survey results. The feeling is that there are many topics that PODC can focus on that will not be covered by the Ad Hoc Committee. Some of the areas of concern are: fee for service, sale of products, state agency grants and contracts, personnel issues in the administration of grants, training in grantsmanship and administration of grants, performance issues in securing outside resources, costing-out an educational program, ethics and conflict of interest issues, cost reimbursement from other agencies, and individual consulting policies.

A position paper, will be prepared that outlines the problems, barriers, opportunities and alternative solutions.

## 5. Shared Leadership

Since the last meeting, this work group has struggled with how to address the concept of shared leadership within the Extension system. They reached the following conclusions:

- (1) The Extension organization has already successfully integrated many of the concepts of shared leadership. The organization is relatively flat with a limited number of hierarchical levels, faculty and staff generally have access to upper administration, and lay advisory councils provide direct feedback on clientele reactions.
- (2) The Extension system has been more successful at creating appropriate structural arrangements to encourage shared leadership than it has been on the personal management side. In other words, the appropriate structural arrangements have often been in place to enable shared decision making to occur, but individual actors have not always integrated the principles of shared leadership in their own management and supervisory practices.

Since the focus of the issue has shifted from the structural arrangements of the organization to the personal and behavioral aspects of managers, the work group feels that it is more difficult to suggest organizational changes that facilitate increased involvement in organizational decisions. Therefore it is recommended that the perspective of shared leadership in decision making not be treated as a separate topic, but rather that these principles be integrated into our way of thinking in all of our efforts. The work group will then be disbanded.

## 6. Welfare Reform

In addition to the topics already underway, PODC members spent considerable time discussing the need for the Extension system to address our role in welfare to work programs. This topic needs to be addressed immediately if Extension is to be a player. States are already drawing up plans for dealing with this new area of responsibility. Much of this effort is seen as falling under programming thus under the direction of the Program Leadership Committee, but there are also some implications for organizational and personnel issues. Those viewed as most relevant to PODC are: alternative funding sources, staff development needs, and collaboration with other agencies. PODC would welcome a joint endeavor with PLC.

Paul D. Warner  
Chair