

PERSONNEL AND ORGANIZATION DEVELOPMENT COMMITTEE
Vail, Colorado
September 19-22, 1995

Participants: Lu Harper, Chair
Paul Warner, Chair-Elect
Linda Bostwick
Patricia Calvert
James Christenson
A. J. Dye
David Danner
Maurice Dorsey
Joanne Gruber-Hagen
Nancy Hicks
Chuck Liefeld
Judy Meier
Pauline Nickel
Milan Rewerts
David Rogers
Trish Sacks Manfredi
Wendy Wheeler
Curtis Gear

Absent: Harold Benson Rosalie Bivin Lawrence Carter
Chinella Henderson
Darryld Kautzmann
Nicki King
Ray McKinnie
Reginald Taylor

Lu Harper, Chair, called the meeting to order at 8:00 a.m. on Tuesday, September 19, 1995. The following new members were introduced:

Judy Meier, Colorado
Maurice Dorsey, District of Columbia

Appreciation was expressed to Judy Cobb for making the local arrangements for the meeting.

As backdrop for Tuesday's agenda, Lu reported on the meeting that was held with Dee Hock and the discussion of the chaordic organization. Lu and Danny Cheatham attended that session. Elwood Miller, Nevada, will be working with Dee Hock to explore the possibility of some state Extension services becoming chaordic organizations.

Paul Warner opened the discussion with a statement on the "state of Extension." (Appendix A). The Committee then engaged in a discussion of these themes as they relate to "the choardic organization." Members were challenged to question their assumptions. A choardic organization is one with changing boundaries, one that shares power. It focuses on what it's about, not just the internal management decisions. The critical elements to consider are:

1. Purpose
2. Principles
3. Concepts
4. Structure
5. People
6. Practices

The group then set about stating the organization's purpose and principles.

On Wednesday Wendy Wheeler facilitated the Committee in a futuring exercise. The summary of which is being provided by Wendy.

The meeting was called to order at 8:00 a.m. Thursday by Lu.

NELD - Nancy Hicks, as a member of the NELD Advisory Committee, introduced Dale Saferd, one of five NELD staff. Dale is in the Department of Human and Community Development at the Ohio State University. He reported on the workshop held for seven new directors and administrators from Thursday through Saturday at Vail. In May there will be a workshop for directors and administrators that will focus on incorporating and applying new state leadership. It will be held in Dan Diego.

The fifth class of interns is also meeting at Vail this week. There are 25 participants from 19 states (Appendix B). To date, 32 states have had interns in the program. Class four will travel to Russia as their international experience. The four regional programs are very active.

A request for proposals will go out after the October ECOP meeting to solicit interest in a new site for NELD. That selection will be made by January 1997. Ohio State will follow through with the fifth class and the new staff will start with class six.

Questions about the possibility of a joint Extension-research leadership program continue to be raised. It was pointed out that the two programs have quite different purposes and that there is no duplication. In fact, both Extension and research persons are involved in the NELD program. Efforts are being made to explore the "crosswalks" of the two programs.

ECOP - Lu reported that due to concern over the budget, the mood was especially down at the meeting. She indicated that in the drafting of the Farm Bill questions being asked are:

- (1) Is the CES today a cutting edge institution using cutting edge technology to provide timely service?
- (2) Is this an appropriate activity for the federal government?
- (3) Should CES be more diverse, be receiving funding from other agencies?
- (4) Could the CES be eliminated totally?
- (5) Should the CES be refocused with the non-agricultural programs being eliminated?

- (6) Should USDA exist?
- (7) Who should USDA be serving as ag becomes more commercialized?

The house reduced Extension's budget by 3% over last year's level. (Since ECOP met, the Senate passed level funding for Extension. A conference committee will need to resolve the difference.)

Lu also called attention to Dr. Karl Stanber's comments to ECOP. He is Under Secretary for Research, Education and Economics, U.S.D.A. The following is from ECOP's minutes:

Comments, Under Secretary for Research, Education and Economics. USDA

Stauber was asked what the System can do to assist him in his position as Under Secretary. He replied by stating his need to be kept informed. Stauber explained his role is that of chief policy advocate.

Stauber stated a Natural Resources Conservation Service (NRCS) working group has been formed to examine roles and relationships. ECOP should make recommendations of members to service on this working group. Paul Johnson, Chief, has indicated his willingness to work with CES. An overlapping meeting with NRCS with Directors/Administrators was one suggestion.

Draft legislation proposing to move nutrition education out of REE was further discussed. Stauber announced it is not supported within USDA, but similar legislative language may be introduced, particularly by a House member.

Stauber announced he intends to review the agencies in REE. Extension will be the first agency examined with the immediate appointment of a six-month working group. Within the next two months, an Experiment Station working group will be announced. Other agencies will be reviewed within the next few months. Broad questions will be asked, i.e. "When is our work in the public interest and when is it not?" and "What is the accountability for formula funds?" Discussion followed regarding the GPRA and the lack of data retrieval capacity with the current reporting system at USDA.

The Under Secretary stated that the CES should be a means of gathering information to feed into the Experiment Stations and the Agriculture Research Service in order to set priorities. This function is not operating as it should be. Discussion followed in which members explained some of the logistical problems to Stauber, i.e. joint programs but different deadlines for Extension and research funding.

Stauber explained that if CSREES is defined as an information agency, we are out of business. It is critical we be defined as a problem solving agency. Goal to help rural America get to the next age, the knowledge age, not the information age. Discussion followed in which examples of the technical bulletin board service provided by the CES is bringing people back to Extension. He stated that the integration of information to solve problems must be a part of Extension.

He described current budget environment as he saw it, stating he sees Extension as the most vulnerable part of the system. In Congress, folks from major agricultural states are asking why do we still need the CES. In addition, if the urban linkages are weakened, we lose 70 percent of our political base. Stauber feels we will have a balanced federal budget with the only question as to whether it happens in seven or ten years. This will decrease the discretionary portion of the federal budget to 20 percent from the 40 percent current level. Discussion focused on the strategy needed to strengthen support from urban Congressional people. Jordan stated Speaker Gingrich is a supporter of youth which bridges a lot of the rural/urban debate. Stauber responded by stating the Speaker is less opposed to USDA because of his understanding of 4-H; however other leadership people do not have that understanding.

There are a number of studies of Extension being conducted. The one within USDA as reported by Dr. Stauber is being directed by Dr. Horn. A second by the Academy of Sciences is due out by Christmas. Public hearings on the draft document are underway.

Strategic Planning Council - Paul Warner reported that SPC met in Washington, D. C. September 6-8. With Walt Woods departure and Dick Fowler finishing his ten-n, SPC will need new co-chairs. The joint meeting of SPC, PLC and PODC will be held the week of May 13 at Coeur d'Alene, Idaho. There will be a joint session of Extension Directors/Administrators and Experiment Station Directors at the November NASULGC meetings on the topic of Influencing Decision Makers. Pat Boyle is giving leadership to this effort with a committee of PODC assisting. SPC recommends that such a curriculum be integrated into NELD, the regional NELD's and other leadership programs. There was considerable discussion over the implications for states if there is a federal government shutdown.

SPC discussed the implementation plans for GPRA. The GPRA Council has been appointed and is scheduled to have its first meeting October 17-18. The framework must be completed by the end of February. After considerable discussion, Milan Rewerts moved that the Chair draft a statement on behalf of PODC to ECOP with copies to SPC, CSREES, and PLC that expresses concern over the short deadline for securing state input into the GPRA process. Seconded and passed.

Paul reported that SPC is considering recommending possible changes in the national initiatives. Changes being discussed are: drop Communities in Economic Transition in 1996, drop Decisions for Health in 1996, add Agriculture in Transition in 1996.

Federal Partner - Pat Calvert and A. J. Dye emphasized the importance of the partnership between USDA and the states. USDA is continuing to reduce staff members. The search for the administrator's position has been reopened.

Fact - Pat Calvert reported that the FACT working group has been expanded to include research, Extension and teaching. It serves as a CTDE Advisory Council and stimulates a national dialogue on communications technology,

JCEP - Chuck Liefeld reported that in the next few months the details for the Galaxy Conference scheduled for Fall 1997 will be available. The Public Policy Leadership Development Seminar continues to be successful.

PODC needs to raise with the agent associations the issue of their continued role in the future. They need to be examining their role within the Extension organization as it is today. They don't seem to be able to serve the needs of the many specialties of the staff. Many agents are not participating with professional associations outside of Extension because they don't fit into the traditional groups. Maybe what is needed is one agent association with different subcommittees.

Administrative Advisor's Report - Jim Christenson helped members understand their role. PODC should be seen as a think tank for ECOP and bring issues forward for consideration of institutions with different situations and influences.

National Land Grant University Study - Jim Christenson reported on the national study in which he and Paul Warner have been involved. It suggests an important role for higher education in lifelong learning, especially through the use of distance education. The Executive Summary and a Choices, September 1995 article are in Appendix C.

Human Resources Management Committee - Nancy Hicks reported the following progress by the HRM Committee-

1. The Recruitment, Selection and Retention Workgroup made up of members of this committee, the National Center for Diversity and selected others is chaired by Curtis Gear. The workgroup will explore CES institutions capacity to recruit and retain faculty and staff from diverse populations. The workgroup will identify common concerns impacting recruitment and retention practices and experiences in CES institutions, catalog data on what is working and advance optional strategies. To date there has been one on-site meeting and two teleconferences. A questionnaire will be constructed which will collect data on: a) common concerns impacting recruitment, selection and retention practices and experiences and b) what works and what does not. JoAnn Gruber-Hagan and Nancy Hicks are members of the workgroup.
2. Conduct a survey of the "Human Resource Practices for Extension" to identify work/life programs, benefits and work arrangements that best attract, retain and support Extension employees. Lu Harper received approval for the survey from Gail Imig (Chair of ECOP). Nancy sent out the survey and to date 36 surveys (representing 46 institutions) have been received. A draft summary of PART 11 has been made and the surveys have been sent to Tom Dougherty, Professor at the University of Missouri to do the analysis. It is hoped that the analysis and a write-up of the findings will be ready for distribution by the first of the year. Nancy Hicks is providing leadership for this activity.
3. Set up a Human Resource Network (HResources) to which HRM specialists could subscribe. To date there are 55 participants from 37 institutions. Some of the questions explored to date include: interpretation of legislation, cutting edge policies, a sharing of process. Trish Sacks provided leadership for this activity.

4. Encourage the collaborative planning (State and Federal partners) of the National Administrative Managers conference for Research and Extension. This conference should be issue focused for finance and human resource managers in research, Extension and instruction. Phil Carter called to request people to serve and Walt Woods send the letter of request to the state Directors and Administrators. From this group, Nancy Hicks has been asked to serve on the planning committee. The committee is scheduled to meet October 18 and 19.
5. Encouraging USDA to offer an orientation program for new state Human Resource and Finance Managers. It is recommended that there be an orientation program at least once a year on-site in Washington, D.C. This year the National Administrative Manager's meeting for Research and Extension Finance and Human Resource Managers will be held in Washington, D.C. April 8-11. We will encourage USDA to hold this orientation just prior to this conference. Nancy Hicks has initiated conversations with Phil Carter in CSREES. Further discussions with Phil and his staff, A.J. Dye and Nancy Hicks are scheduled for October 19.
6. Encourage CSREES to create, in cooperation with Extension and Research practitioners, brief electronic media presentations (satellite, video tapes, CD's, Netscape) and accompanying concise fact sheets on relevant management procedures (e.g. penalty mail, procedures for handling special projects, retirement calculations, international arrangements, development of a budget for RFPS, etc..) A.J. Dye and Nancy Hicks have discussed this with Pat Calvert and will be discussing this activity further with Phil Carter on October 19th.
7. Request the National Center for Diversity to submit to PODC a marketing plan and a financial plan so that PODC can be supportive of seeking additional financial support. A strategy was developed at the PODC meeting on 9/20/95.

Subcommittee on Extension Diversity - Pat Calvert and Curtis Gear report is Appendix D. The group engaged in a discussion of how SED and PODC could communicate more effectively. It was concluded that SED operate as a subcommittee of PODC the same way PODC is a committee of ECOP. SED would be expected to take the initiative on issues related to diversity but would be expected to bring actions to PODC for consideration.

Orientation of New Members - It is very helpful to new members to have an orientation session before their first meeting.

Next Meetings - January 23-26, 1996 in Biloxi, Mississippi - May 15-17, 1996 in Coeur d'Alene, Idaho.

Function and Structure of CES Committee - Paul Warner reported that the second phase of data collection is largely complete. States were categorized by organizational types and representative states were identified. One-hour telephone interviews were then conducted with 17 state directors or their

designees. This provides a qualitative assessment of the effects of organizational structure on programming, expertise to support programming, clientele input in an advisory role, budgetary support, how policy decisions are made, and the flexibility of the organization. This information has been summarized and the implications identified. These findings will be reviewed by the Committee on Friday morning.

Future Work for PODC

A. On Going Efforts

1. Recruitment, Selection and Retention Workgroup
2. Funding for Center for Diversity
3. Work/life study
4. National Administrative Managers Conference
5. National orientation program for new state human resource and finance managers
6. Electronic dissemination of management procedures
7. Human Resources Network
8. Function and Structure of CES - interpretation and dissemination
9. Influencing Decision Makers

B. New Efforts

1. Public Issues Education
2. Establish an on-going, evolving list of issues for discussion; environmental scanning
3. Identify how to work smarter
4. Innovative HR staffing patterns
5. Identify, review and update competencies, skills, attitudes for professionals in the 21st century (already done?)
6. Dialogue issues across organizational spectrum
7. Recomposition of ECOP
8. Position paper of examples of effective "seamless" organizations
9. New models for "seamless" organizations
10. Create national funding sources directory
11. Position paper on formula funding
12. Identify successes for broadening funding
13. Position paper on positioning Extension in an outreach arena; paper on successful models

Assignment of Tasks to Work Groups

- Recruitment, Selection and Retention Workgroup - Already functioning (A. 1.)
- Funding for Center for Diversity - strategy developed (A. 2.)
- HRM Committee
 - Work/life Survey (A. 3.)
 - Administrative Management Conference (A. 4.)

- Orientation for new HR and Financial Managers (A. 5.)
- Electronic dissemination of HR procedures (A. 6.)
- HR Network (A. 7.)
- Identify how to work smarter (B. 3.)
- Innovative HR staffing patterns (B. 4.)
- Competency skills for 21st century (B. 5.)
- Function and Structure Committee
 - Interpretation and dissemination of findings (A. 8.)
- Broadening Our Base of Support - Joanne
 - Influencing Decision Makers (A. 9.)
 - Identify sources for broadening funding (B. 12.)
 - National funding sources directory (B. 10.)
 - Formula funding (B. 11.) Budget Committee?
- Seamless Organization (major) - Pauline, Linda
 - Position paper on effective seamless organization (B. 8.)
 - New models of seamless organizations (B. 9.)
- Extension in Outreach (major) - David R., Chuck
 - Successful outreach models (B. 13.)
- Shared leadership, developing organizational capacities (major) - Joanne, Maurice
 - Self managed teams
 - Shared leadership
 - Ethical leadership
- Other Topics
 - Recomposition of ECOP (B. 7.)
 - Public Issues Education (B. 1.) - Lu
 - Environmental scanning (B. 2.)
 - Dialogue on the issues (B. 6.)

Human Resource Management Committee Goals for 1995-96

- 1. Recruitment, Selection and Retention Workgroup (Joanne and Nancy)**
- 2. National Administrative Management Conference (Nancy) Workshops (Joanne, Trish, Paul, Pat, Nancy)**
- 3. Orientation of New Administrative Managers (Nancy and A.J.)**
- 4. Human Resource Network (Trish)**
- 5. Utilizing cutting edge technology (Nancy and A.J.)**
- 6. Work life survey (Nancy)**
- 7. Work smarter (Nancy)**
- 8. Uses of human resources (Danny)**
- 9. Professionals in the 21st century (Danny and Judy)**
- 10. World wide page (Trish)**
- 11. Diversity Center (Joanne and A.J.)**
- 12. Influencing Decision Makers (Joanne and Danny)**

Function and Structure Committee

Conclusions from the survey of directors (Appendix E).

Other Business

Concern was expressed over lack of attendance at the total meeting by committee members and advisors.

The Committee expressed pleasure with Pat Calvert and A.J. Dye as USDA representatives.

Appreciation was expressed to those members leaving the committee with this meeting:

Reginald Taylor
Milan Rewerts
Lawrence Carter
Rosalie Bivin
Nicki King

Lu expressed appreciation to the committees for the support and cooperation they have given.

On behalf of the members, Paul expressed sincere appreciation to Lu for the excellent leadership she has provided.

The meeting was adjourned at 12 noon on September 22.

Paul D. Warner
Chair-elect