

UNHCE PROGRAM AREA STRUCTURE TEAM (PAST) RECOMMENDATIONS

Team Purpose:

To review the program leadership structure and determine if it requires change, and if so, recommend to the Dean and Director the most effective structure for interdisciplinary programs, base programs and cost effectiveness.

Brief Summary of Team Recommendations for Culture and Structure Change:

All staff need to work to their full potential through enhanced accountability

Enhance interdisciplinary programming needs because:

- Issues aren't necessarily related solely to traditional program disciplines
- It helps address the need for a holistic approach to social, environmental and economic problems
- Funders, clients and other stakeholders expect it
- It provides for the wise use of public resources
- It results in better workload management and more meaningful work
- Interdisciplinary work has transformative education potential
 - It changes people's ways of seeing themselves and their world
- It enhances revenue generation
- It allows for more flexible and expedient response to emerging issues
- It ties multiple academic units to program initiatives

The program leadership structure must be cost effective

Why Focus on Organizational Culture Change as well as Structure Change?

Change in structure alone doesn't change organizational and individual behavior, habits and norms

The world is changing and requires a new work environment for organizational sustainability

The need for change within UNHCE is real and immediate. The organization will not survive doing "the same old thing."

Cultural and structural change is needed to position UNHCE for current and future political and fiscal realities

RECOMMENDATIONS FOR CULTURE CHANGE THAT ENHANCE PROGRAM EXCELLENCE

RECOMMENDATION 1

Context: The current performance management system does not result in meaningful peer feedback that changes work performance. The new performance management forms and process begin to address the issue of staff not reaching their potential.

Recommendation: **The ultimate goal is for all staff to work at their highest potential. Underperformance and lack of accountability by UNHCE staff must be**

documented, effectively addressed and result in a specific plan of action to help the employee be more successful.

When all corrective actions are exhausted and no improvement noted, actions will be taken for removal of the employee

Staff need education and support on giving meaningful feedback to help peers improve performance

All supervisors need continuous management training

The Leadership Team must be united on personnel decisions and related policies and procedures

Equity in measuring and rewarding performance is needed across all lines of work

Implementation: Program Leaders through performance management and advisory groups. Training is implemented by the leadership team through professional development and human resources staff. The Leadership Team will align professional development offerings with staff professional development competencies and performance improvement needs.

RECOMMENDATION 2

Context: UNHCE must deliver the highest priority, highest impact and focused programming to fulfill its mission.

***Recommendation:* UNHCE's Leadership Team should consider an ongoing program review process.**

Work towards internalizing the Higher Ground criteria for all programming decisions

- Centrality to mission – Does the work fit our mission?
- Competitive position – Are we positioned to do the work?
- Alternative coverage – Who else can do this work?

Implementation: Associate Director and Program Leaders will implement program reviews as follows during the calendar year: 2005-Ag Resources, 2006 Sea Grant/Water Resources, 2007 Family and Consumer Resources, 2008 4H Youth Development and 2009 Forestry and Wildlife.

RECOMMENDATION 3

Context: Social, economic, environmental and clientele changes require Extension staff job responsibilities and descriptions to change over time.

***Recommendation:* UNHCE staff must embrace a model of changing job responsibilities and methodologies based on changing clientele needs and fiscal realities.**

Retraining opportunities and support will be available for staff

Human resource management training for all staff will be available internally and externally (i.e. annual staff conference theme)

Staff will work towards proficiency on competencies in their annual performance management professional development plan
Organizational staffing plans will focus on program needs rather than individual positions
A strategic staffing plan is needed to address financial realities

Implementation: Program Leaders with Bob Edmonds as Professional Development Contact set inservices based on professional development competencies needed by staff.

RECOMMENDATION 4

Context: The merit system has not been effective in recognizing excellence, resulting in the loss of the true meaning of “merit.” Over the past several years, 95% of staff received merit increases in pay.

Recommendation: **UNHCE must adopt a merit and bonus system that recognizes excellent program initiatives more in line with the suggested UNH guidelines below¹:**

- 15% of staff exemplary performance (highest increase)
- 50% of staff strong performance (moderate increase)
- 30% of staff inconsistent performance (across the board increase)
- 5% of staff unsatisfactory performance (no increase)

Implementation: The Leadership Team through performance appraisals and staff impact reports with support from employee councils, will make performance-based salary determinations. Performance-based documentation will be the primary criteria in salary determination. Bonuses will be determined and awarded during the salary increase process or as appropriate.

RECOMMENDATION 5

Context: Publicly funded programs need to be outcome focused and demonstrate impact to be accountable to funders and taxpayers.

Recommendation: **All UNHCE staff must focus on program impact to answer the “so what” question rather than solely reporting on program activities conducted.**

- Professional development will focus on specific tools for gathering and reporting impact data (i.e. cost/benefit analysis, return on investment)
- Program continuation will take evaluation data into account
- Staff will link with national program area evaluation models
- Reporting systems will be more coordinated, streamlined and impact focused
- Staff will use a logic model to determine appropriate evaluation plans

¹ The UNH guidelines use different terminology than the current UNHCE performance management terms for levels of performance listed here.

Endorsed by Administrative Team March 2, 2004

Staff annual reports will focus on impact and be renamed “annual impact reports” rather than accomplishment reports

Implementation: The Leadership Team through performance appraisals and staff impact reports with support from the PD&E Council. The Council will provide ongoing training and tools for staff development in program development, implementation, evaluation and reporting.

RECOMMENDATION 6

Context: Maintaining and enhancing programs with dwindling traditional public funding require new forms of revenue generation.

***Recommendation:* UNHCE staff will embrace an environment and expectation to foster creative resource development.**

The Leadership Team must provide clarity of revenue generation requirements for all lines of work

Multiple models of revenue generation are encouraged

Revenue generation efforts must tie directly to the organization’s strategic plan and plan of work

Program Leaders will strengthen their role in revenue generation within and across program areas

A work group should create and implement a coordinated system for revenue generation

- Volunteers trained by the UNH Foundation to conduct fundraising
- Support for staff in idea development for grants, contracts and gifts

Implementation: Leadership Team, Interdisciplinary Issue/Program Team Chairs and specialists will implement. Jim Grady will create a work group to put together a coordinated system for revenue generation (including Jennifer Goldberg). The Leadership Team will offer inservices on revenue generation for staff.

RECOMMENDATION 7

Context: Organizational decision-making needs to be more effective and efficient.

***Recommendation:* UNHCE administrative staff will use effective and efficient decision-making processes.**

There will be a more representative democracy (i.e. staff give input, administrators make decisions and the organization moves on)

An environment of mutual respect and trust must be nurtured

A greater balance is needed between process and action in decision-making

Decisions must be based on organizational vision

Implementation: The Leadership Team will implement this on an ongoing basis.

RECOMMENDATION 8

Context: With a reduction in the number of staff, UNHCE needs to be more efficient. Committee and group work is expensive, time consuming and takes away from programming.

Recommendation: **Extension committee and group work needs to be more effective**

Consciously determine if a committee or group is needed to do the work

Committees and groups will embrace best practices for effectiveness

- The Associate Director will meet with each program area staff to discuss best practices for effective committee work
 - Use effective and efficient forms of decision making
 - Define the commitment, end products and timeline up front
 - Practice leadership that moves the group towards achieving its goals

Technology will be utilized more fully

Implementation: The Associate Director and Assistant Director for County Operations will provide training and direct assistance for staff through inservices and tools.

RECOMMENDATIONS FOR A PROGRAM STRUCTURE THAT ENHANCES PROGRAM EXCELLENCE

RECOMMENDATION 9

Context: This recommendation is based on input from staff and clientele, current fiscal realities and a review of 15 Cooperative Extension models across the country.

Recommendation: **Retain a Program Leader function for each of the five current program areas. Additional specialist, administrative or other responsibilities will also be assigned to staff serving in Program Leader positions.**

A maximum of 75% of the Program Leader time will be used to carry out the Program Leader job description and 25% time for other responsibilities

When appropriate and possible, 75% of the Program Leader salary will come from administrative funds

The addition of specialist responsibilities to program leadership staff enhances the potential for department affiliation

The Associate Director will work with Program Leaders to determine specific responsibilities

Conduct an open search for vacant Program Leader positions

- Administration will fund 75% of the Ag Program Leader position

Program Leaders will strengthen their role in revenue generation within and across program areas

Implementation: The Leadership Team will implement this recommendation in coordination with recommendation #14.

RECOMMENDATION 10

Context: This recommendation is based on the integrated nature of issues affecting individuals, families and communities and the need to involve more staff in interdisciplinary work².

***Recommendation:* Put in place an interdisciplinary team structure through “Issue Teams”**

Extension educators and specialists are expected to actively serve at least 10% of their time on a team. Non-participation in Issue Teams makes an employee ineligible for merit and may require a reduction of % time employed

- Organizational Issue Teams may be formed aside from program Issue Teams. Staff may meet their interdisciplinary team expectation by serving on these teams
- Teams, team leadership and team membership will be determined by the Plan of Work Steering Committee (Leadership Team and PD&E Council) based on gap analysis, other data and staff input. This group will also determine the future leadership of the SNHC initiative
- Teams will be led by the people in the organization most qualified in the content area and displaying strong leadership skills
- Team leaders will serve approximately 20% time
- Issue team leaders will provide performance feedback to the supervisors of their team members
- The Associate Director and Program Leaders will monitor impact of team assignments on employee work load
- Individual plans of work will include interdisciplinary work

Job descriptions will be created for the teams, team members and team leaders

A program council of Program Leaders and Issue Team Leaders will coordinate across issue teams and examine emerging issues

The \$15,000 budgeted by administration for interdisciplinary programs should be earmarked for Issue Teams

7-12 people from two or more disciplines will serve on each team and may include outside partners

Issue Teams will be formed and disband as needed with the Plan of Work cycle

Teams will use best practices for committee and group work (i.e. use of technology)

Implementation: The Associate Director and Program Council will implement interdisciplinary team work. The Leadership Team will recognize the many contributions to the organization by staff. Non-participation in an interdisciplinary team requires

² For additional rationale for interdisciplinary programming note the second bullet on page one under “Brief Summary of Team Recommendations for Culture and Structure Change.”

Endorsed by Administrative Team March 2, 2004

supervisory approval and may result in reduction of % time employment. Supervisors will work with staff and to determine work load adjustments for interdisciplinary work.

RECOMMENDATION 11

Context: This recommendation is based on the need to address program issues, fill specialist voids and support disciplinary programming.

Recommendation: **Work teams in each program area will continue to operate as needed**

These teams are hosted by a program area

These teams focus mostly on one discipline

Implementation: Program Leaders will implement this recommendation within their unit.

RECOMMENDATION 12

Context: Program excellence is the foundation of organizational decision making.

Recommendation: **UNHCE's Leadership Team needs to continue to include Program Leaders and the Administrative Team and meet monthly**

Team meetings must make better use of Program Leader time by focusing on program rather than policy and procedures

Implementation: The Leadership Team will implement this recommendation.

RECOMMENDATION 13

Context: Administrative and programmatic costs are interrelated.

Recommendation: **The Administrative Team will examine administrative support costs and potentially carry out staff cuts and other cost cutting measures due to the budget deficit and pressing financial needs in program areas.**

Implementation: The Administrative Team and the Leadership Team will implement this recommendation.

RECOMMENDATION 14

Context: Extension staffing needs to be lean and effective, especially during tough fiscal times, to prevent negative impact on programming.

Recommendation: **UNHCE's Leadership Team should conduct an ongoing review of administrative positions.**

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Implementation: The Administrative Team and the Leadership Team will implement this recommendation.

Endnote

We as the Program Area Structure Team tried our best to seriously address our task and create meaningful recommendations based on staff and clientele feedback. However, we realize that changes to our work will occur.

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