

Supervisor's Guide to the ASF Master Agreement: Executive Summary

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The Survey Tool

The survey tool was developed by looking at the ASF Master agreement and coming up with some general knowledge areas. These include:

- Funding Opportunities
- Level of Absence
- ASF Appointments and Position Descriptions
- ASF Hiring Procedures
- Separation of Employment Procedures
- Employee Written Record
- Work Life Issues
- ASF vs. IFO Responsibilities

The survey questions were divided into perceived knowledge questions using a Likert scale and direct knowledge questions taken directly from the contract. Human Resources was consulted on content of survey. See Appendix A.

Training Recommendations

A separate survey was sent to only supervisors of ASF employees to assess their how they currently gain knowledge of the ASF Master Agreement, how they would prefer to receive training on the Agreement, and how often they believed the training should be offered. Ten supervisors responded to the survey. The majority of supervisors currently receive information from reading the Master Agreement or contacting Human Resources, Affirmative Action, or local ASF officers. They believe that the training should be offered in-person or via interactive webinars. Finally, they believe that the training should be offered during the first semester of a new supervisor's employment as part of their orientation and then every time that the Master Agreement is updated via negotiations. See Appendix B.

The Survey Respondents

All Administrative and Service Faculty, as well as Administrators who supervise ASF faculty were sent the link to the ASF Master Agreement Survey. 54 ASF members and 9 administrators responded to the survey. 30% of the respondents supervised ASF employees.

Results Summary

There was not major differences between the respondents who supervised ASF employees and those who did not. Overall more clear and assessable information is needed in the following areas:

- Funding areas
- Leave of absence options
- Specifics for position status
- Process for fixed term appointments
- New positions
- Search process
- Separation of employment
- Personnel files
- Discipline procedures
- Grievance process
- Outside employment

ASF Master Agreement FAQ Quick Guide

An FAQ quick guide was created using references to the current ASF Master Agreement. This was a necessary step since many aspects of one issues are covered in a variety of different sections and can be challenging to find. See Appendix C.

ASF Master Agreement Survey Results

Who Took the Surveys?

The first survey was sent via email to all ASF members as well as Administrators who supervise ASF employees. Out of the 63 respondents, 54 were ASF employees, which is about half of our current full-share membership. Most of the survey respondents did not supervise ASF employees. Only 19 (30%) of the respondents supervised ASF employees and of those 14 respondents had been supervising for less than 5 years. (See Appendix A)

A follow-up survey was sent only to those who supervise ASF employees to ask some clarifying questions about how they receive information about the ASF Master Agreement, their preferred platform for trainings, how often trainings should be offered, and if they recommended any other useful trainings/topics relevant to supervision. Ten people responded which yielded a 25% response rate of all supervisors of ASF employees. Of those ten, five belong to ASF and five were either administrators or belong to IFO. (See Appendix B).

Finally, an interview was conducted with Affirmative Action Officer, Lori Mikl, to ask about her experience about questions or issues she entertains from ASF supervisors since she is listed as a resource that supervisors use to gain information about the ASF Master Agreement and its associated policies and procedures.

Methodology

In the first survey, the Likert-type scale asked the respondents to rate their knowledge level on different aspects of the contract from not knowledgeable (1) to very knowledgeable (4). The areas were funding opportunities, leave of absence areas, appointments and position descriptions, hiring procedures, employees' written record, work life issues and the difference of duties between ASF and IFO faculty. The survey also asked direct knowledge information about the contract and provided the correct answers if the respondent answered the question incorrectly. This aspect allowed the survey to also act as a training tool for the Master Agreement.

In the second survey, various questions were asked about their experience and preferences with knowledge acquisition and training regarding the ASF Master Agreement and supervision topics in general. These included selecting from a list of possibilities, rank order, and open-ended questions. The results were used to inform the recommendations on preferred training platforms and frequency.

Results

Funding Opportunities

Employees rated their knowledge of funding opportunities in the lower level of the scales (not knowledgeable and somewhat knowledgeable) on most areas that we asked about. The exception to that was professional development funds and professional improvement funds. These two areas were rated in the higher half of the scale indicating that employees were knowledgeable or somewhat knowledge in these areas.

Keeping consistent with the knowledge results most employees knew what they could use their professional development money for. Travel costs for conferences and professional memberships were highly recognizable expenses, tuition (36%) and books (46%) were also recognizable expenses and most people knew that you could not use it for cell phone costs and administrative travel for your position.

Implications

The survey results indicated that training is needed in many areas of the ASF Master Agreement. Employees rated that they had very little knowledge of the many of the funding opportunities available to ASF members.

- Honorarium, Additional duty pay, Exceptional Achievement Incentive Award, Special Incentive Award, Sabbatical and adjunct teaching areas.

Leave of Absence

Employees who answered the survey felt they were knowledgeable or very knowledgeable about vacation and sick leave, but were much less confident in their knowledge about FMLA, parental leave, adoption, court related leave, bereavement, military and leave without pay areas. However in the knowledge questions most employees knew who was considered immediate family and that you could use court-related time off for being subpoenaed or on a jury. 33% of the respondents did not know you could take leave without pay for valid reasons. There were no major differences between supervisors and supervisees in these findings.

Implications

Training is needed for supervisors in the less common leave of absence uses. Supervisors should know the options and be able to educate their employees when situations arise. Employees also need to be more aware of the options available to them through the contract.

ASF Appointments and Position Descriptions

The averages for all areas in this range fell in the somewhat knowledgeable range. These include rewriting a position description; the campus evaluation process; and probationary, externally funded, fixed-term, intermittent and permanent statuses. In the knowledge questions the results were more telling with:

- 60% of the respondents answered the question regarding an involuntary switch status
- 53% of the respondents did not know the length of a probationary period
- 75% of the respondents incorrectly answered the fixed-term process question

Implications

The knowledge questions of the survey showed that more training needs to be done on understanding position status and the process for fixed term appointments. Since probationary status, fixed term and externally funded positions are commonly used at the university, more supervisors need to be aware of the specifics of each.

ASF Hiring Procedures

In this area, most respondents were not confident in their knowledge of creating new positions or the internal search process.

| Rate your knowledge level on the following ASF Hiring Procedures | | | | | | |
|--|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
| Creating a new position | 23 | 27 | 6 | 2 | 58 | 1.78 |
| Search process | 4 | 18 | 25 | 11 | 58 | 2.74 |
| Internal search process | 9 | 31 | 14 | 4 | 58 | 2.22 |

Most of the respondents indicated they were knowledgeable or very knowledgeable about the search process, however 62% of the respondents answered the knowledge question, “How many ASF members must serve on an ASF search committee” incorrectly.

Implications

When comparing the responding supervisors answers with the overall respondents there were no differences. The implications here for more training on new positions and search processes is very important since supervisors are the employees responsible for making sure those process get started in the correct fashion.

Separation of Employment Procedures

Most respondents (91%) indicated either not knowledgeable or somewhat knowledgeable in all areas of separation (non-renewal, lay-off, retirement and dismissal). The knowledge questions showed about 35% of the respondents getting the correct answers.

Implications

The knowledge questions showed that most respondents do not understand these issues and they do not feel confident about their knowledge in these areas. More training and information is needed.

Employee Written Record

Most respondents (84%) indicated either knowledgeable or somewhat knowledgeable in the evaluation process. The knowledge questions followed suit with most respondents understanding evaluations. Respondents were less confident in their knowledge about their personnel file or disciplinary actions. This theme was also confirmed in the knowledge questions where half the respondents got the correct answer regarding the personnel file and the just cause question.

Implications

Training and information is needed regarding the personnel file and disciplinary procedures, but most respondents understand the evaluation process.

Work Life Issues

Most respondents were not confident in their knowledge of work life issues. The following chart shows the work life issues the survey asked about. Work schedules was the highest rated area with 43% rating themselves as knowledgeable or very knowledgeable. In the other areas there was a drop in perceived knowledge.

Rate your knowledge level on the following work life issues

| Question | Not knowledgeable | Somewhat Knowledge-able | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|----------------------------------|-------------------|-------------------------|---------------|--------------------|-----------------|------|
| Work schedules | 4 | 29 | 20 | 5 | 58 | 2.45 |
| Comp time | 20 | 22 | 12 | 3 | 57 | 1.96 |
| University service/ release time | 32 | 23 | 2 | 1 | 58 | 1.52 |
| Academic freedom | 25 | 22 | 9 | 2 | 58 | 1.79 |
| Grievance procedures | 31 | 23 | 3 | 1 | 58 | 1.55 |
| Outside employment | 40 | 16 | 2 | 0 | 58 | 1.34 |

The knowledge questions showed correct understanding of scheduling (96% correct) and university service (93% correct), while higher percentages of respondent answered incorrectly regarding outside employment (22% correct) and grievances (27% correct).

Implications

The grievance process and who grievances are filed against and what constitutes acceptable outside employment need further clarification and information.

ASF vs. IFO Responsibilities

Most respondents understand the major differences in these two unions.

Training Survey Results and Recommendations

Resources Used

Supervisors were asked how they currently learn about and/or ask questions regarding the ASF Master Agreement and associated policies and procedures. They were given a list of 11 options from which they could select all that applied. For the supervisors who belong to ASF (ASF supervisors), the most widely used methods include contacting Human Resources, attending ASF membership meetings, and reading the ASF Master Agreement. Some of the respondents also indicated they search the WSU website, contact local ASF officers, and contact Affirmative Action. For supervisors who are either administrators or belong to IFO (non-ASF supervisors), the most widely used methods include reading the ASF Master Agreement and contacting Human Resources.

Implications:

Reading the Master Agreement and contacting Human Resources are the most critical resources in learning the ASF Master Agreement and its associated policies and procedures. However, ASF supervisors also employ other means to understand the language that the non-ASF supervisors are not using. It is important for all supervisors to understand what all the available resources are to help them learn and understand this information. Creating a cheat sheet and FAQ sheet as well as a list of where they can consult would be important.

Preferred Training Platforms

Respondents were asked to rank order their preferred method/platform for a training on the ASF Master Agreement and associated policies/procedures. They were given four options from which to rank:

- In-person workshops
- Online modules (i.e., D2L Brightspace)
- Interactive webinars
- One-on-one trainings

Out of all the responses, in-person workshops was ranked the highest from the most respondents followed by interactive webinars. One-on-one trainings received the lowest ranking.

Implications:

From this data, it is clear that supervisors prefer a training that is interactive with the person(s) conducting the training and other participants. This would allow them to ask questions, pose situations, and generate ideas for how to respond to/address employee concerns. While offering personal training or online modules might be easier, it does not allow for interactivity. One respondent indicated that they like to be face-to-face to ask specific questions but hesitate talking too much in public about contract issues since we have a small community at WSU and some areas have very few ASF employees.

Frequency of Trainings and Attendance

Respondents were asked how often trainings on the ASF Master Agreement should be done and how often they would attend such a training. Both ASF and non-ASF supervisors agreed as first priority that a training should be conducted for new supervisors as part of their orientation within the first semester. ASF supervisors then indicated that the next opportune time would be every time the Master Agreement is updated (approximately every two years). Non-ASF supervisors indicated that a training should be offered every year.

When asked how often they would attend a training, ASF supervisors all responded they would attend every time the Master Agreement is updated. The majority of the non-ASF supervisors indicated they would like to have a training each year.

Implications:

It is clear from the data that new supervisors need to receive a training during their first semester to begin to learn the Master Agreement and its associated policies and procedures so they know what is expected of them. Although they can read the document, having an interactive training—especially if they are new to supervising in a unionized environment—is imperative. For seasoned supervisors, offering a refresher every 1-2 years is important as well as making sure supervisors are fully aware when changes are made to the Agreement via negotiations.

General Supervision Trainings/Topics

Respondents were asked some open-ended questions about general supervisory topics they would like to see more training on (not necessarily tied to the ASF Master Agreement) and if they had attended any other supervision trainings they found useful. Although there were not many responses, some indicated that receiving more/clarifying information about the Family Medical Leave Act (FMLA), additional duty pay, and department member voting procedures in academic departments would be helpful. Also, two people indicated that they had attended the MnSCU Art of Supervision training and found the content to be useful and applicable regardless of which bargaining units they were supervising. Finally, one person indicated that the *Cognitive Coaching* program through the College of Education has been very powerful in helping them to be a successful supervisor.

Implications:

When preparing an interactive training, the trainer could ask the participants prior to the training if there were topics they would like to see covered. This would be especially useful for trainings involving experienced supervisors as they would have more situations/experiences from which to draw and ask questions. Also, encouraging/requiring supervisors to attend the MnSCU Art of Supervision training (or other trainings of that nature) would assist supervisors in learning more about supervision in general and how to conduct critical conversations. Even though Minnesota State law does not technically allow ASF employees to supervise other ASF

employees, the principles offered in the Art of Supervision training are critical to everyone's success.

Affirmative Action Officer Interview

Since contacting the Affirmative Action Office was listed as a resource helping to understand the ASF Master Agreement and associated policies and procedures, we conducted an interview with the Affirmative Action Officer, Lori Mikl. Through this interview, we determined that there were no significant questions that come up in that area besides conducting searches for open positions. Most questions she answers are to clarify the search process, provide updates on changes to procedures or paperwork, and reinforce that position descriptions must be updated and reviewed with Human Resources before a search process can begin. Although there are checklists and forms that can be downloaded from the web, Mikl's experience is that many supervisors do not seek out the information she makes available before asking questions or they retain old copies of paperwork that may not be in current formats.

Implications:

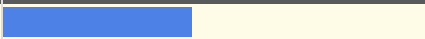




Understanding the search process policies and procedures can be very difficult depending on the appointment type. Revising the checklists and forms used by the Affirmative Action Office to include internal searches, fixed term searches, and national searches would be helpful for supervisors to understand all the requirements. Also, reminding supervisors that there are resources available to them online can aid in shortening the questions and response time for supervisors who do not fully understand the search processes—especially when a search is time sensitive.

APPENDIX A: KNOWLEDGE SURVEY



All Respondents Report

Last Modified: 02/24/2016





1. How long have you been an ASF employee?

| Answer | | Response | % |
|-------------------|---|----------|------|
| less than 5 years |  | 28 | 44% |
| 5-10 years |  | 12 | 19% |
| 10-20 years |  | 9 | 14% |
| 20 or more years |  | 5 | 8% |
| I am not ASF |  | 9 | 14% |
| Total | | 63 | 100% |

2. Are you responsible for supervising other ASF employees?

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 19 | 30% |
| No |  | 44 | 70% |
| Total | | 63 | 100% |

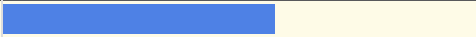




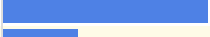


3. How long have you supervised ASF employees?

| Answer | | Response | % |
|--------------------|---|----------|------|
| less than 5 years |  | 14 | 23% |
| 5-10 years |  | 2 | 3% |
| 10-20 years |  | 4 | 7% |
| 20 or more years | | 0 | 0% |
| I do not supervise |  | 41 | 67% |
| Total | | 61 | 100% |



4. Rate your knowledge level on the following ASF Master Agreement funding opportunities

| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|---|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Professional Development Funds | 6 | 22 | 24 | 11 | 63 | 2.63 |
| Professional Improvement Funds | 9 | 24 | 20 | 9 | 62 | 2.47 |
| Sabbatical | 27 | 23 | 6 | 5 | 61 | 1.82 |
| Exceptional Achievement Incentive Program | 30 | 24 | 6 | 3 | 63 | 1.71 |
| Honorarium | 42 | 14 | 3 | 3 | 62 | 1.47 |
| Adjunct Teaching | 27 | 18 | 14 | 3 | 62 | 1.89 |
| Additional Assignment Pay | 31 | 21 | 7 | 4 | 63 | 1.75 |
| Special Incentive Award | 24 | 24 | 8 | 7 | 63 | 1.97 |



5. Professional Development Funds may be used for which of the following. (check all that apply)

| Answer | | Response | % |
|---|--|----------|-----|
| Tuition |  | 36 | 57% |
| Books |  | 46 | 73% |
| Travel costs for professional development |  | 59 | 94% |
| Cell phone for work |  | 3 | 5% |
| Professional membership |  | 54 | 86% |
| Required licensures |  | 27 | 43% |
| eSubscriptions on personal device |  | 10 | 16% |
| Required administrative travel |  | 13 | 21% |



6. Professional Improvement Funds are grants for the purpose of professional improvement, ASF member development, staff training and similar kinds of development programs for ASF members.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 54 | 86% |
| False |  | 9 | 14% |
| Total | | 63 | 100% |



7. Did you know an ASF member can receive an honorarium for a special project for the University or MNSCU that is outside the scope of their responsibilities?

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 33 | 53% |
| No |  | 29 | 47% |
| Total | | 62 | 100% |



8. Did you know an ASF member temporarily assigned additional duties at their salary level are eligible for an honorarium?

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 26 | 42% |
| No |  | 36 | 58% |
| Total | | 62 | 100% |

9. You may be eligible for additional duty pay if you take on duties at a lower salary level.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 27 | 45% |
| False |  | 33 | 55% |
| Total | | 60 | 100% |

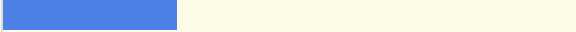





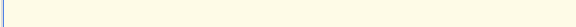
10. An ASF employee in your area is out on FMLA leave. You were asked to take on their duties. The duties are similar to your job, but add scope. Are you eligible for an honorarium?

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 34 | 58% |
| No |  | 25 | 42% |
| Total | | 59 | 100% |



11. Rate your knowledge level on the following leave of absence areas.

| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|---------------------------------|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Vacation | 1 | 13 | 27 | 19 | 60 | 3.07 |
| Sick | 1 | 14 | 25 | 17 | 57 | 3.02 |
| Family Medical Leave Act (FMLA) | 18 | 23 | 17 | 2 | 60 | 2.05 |
| Parental Leave | 25 | 25 | 9 | 1 | 60 | 1.77 |
| Court related leave | 33 | 21 | 3 | 3 | 60 | 1.60 |
| Bereavement | 22 | 24 | 12 | 2 | 60 | 1.90 |
| Military leave | 46 | 7 | 6 | 1 | 60 | 1.37 |
| Leave without pay | 38 | 17 | 3 | 2 | 60 | 1.48 |
| Adoption | 44 | 12 | 3 | 1 | 60 | 1.35 |



12. Who qualifies as immediate family under the ASF Master Agreement (select all that apply).

| Answer | | Response | % |
|-------------------------------|--|----------|-----|
| Grandparents |  | 22 | 37% |
| Step-parents |  | 26 | 43% |
| Brother |  | 37 | 62% |
| Sister |  | 37 | 62% |
| Ward of the members household |  | 41 | 68% |
| Spouse |  | 58 | 97% |
| Pets |  | 0 | 0% |

13. You can use court related time off if you are subpoenaed to appear in court-related matters or on a jury.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 58 | 97% |
| False |  | 2 | 3% |
| Total | | 60 | 100% |



14. Did you know you can request for a leave without pay for valid reasons, including but not limited to medical necessity that is not covered by FMLA for a period not to exceed two years.

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 26 | 44% |
| No |  | 33 | 56% |
| Total | | 59 | 100% |

15. Rate your knowledge level on the following ASF appointments and position descriptions.

| Question | Not knowledgeable | Somewhat Knowledge-able | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|----------------------------------|-------------------|-------------------------|---------------|--------------------|-----------------|------|
| Rewriting a position description | 13 | 25 | 16 | 6 | 60 | 2.25 |
| Campus evaluation process | 16 | 24 | 16 | 4 | 60 | 2.13 |
| Probationary appointment | 17 | 19 | 18 | 4 | 58 | 2.16 |
| Externally funded appointment | 19 | 21 | 13 | 7 | 60 | 2.13 |
| Fixed term appointment | 15 | 23 | 16 | 6 | 60 | 2.22 |
| Intermittent appointment | 32 | 22 | 3 | 2 | 59 | 1.58 |
| Permanent status | 12 | 25 | 16 | 6 | 59 | 2.27 |

16. ASF position appointments of greater than 6 months duration do not require minimum qualifications of a Bachelor's degree/appropriate professional certification, or an equivalent combination of education and experience.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 6 | 10% |
| False |  | 53 | 90% |
| Total | | 59 | 100% |

17. A fixed-term appointment may be used in the following circumstances (select all that apply):

| Answer | | Response | % |
|--|--|----------|-----|
| To fill a position during a leave of absence | | 51 | 88% |
| To fill positions when the President determines that normal recruitment and selection procedures cannot be implemented due to time constraints | | 47 | 81% |
| To meet peak work demands | | 40 | 69% |
| To fill positions that involve head or assistant coaching responsibilities | | 34 | 59% |
| To fill positions during departmental or university restructuring | | 51 | 88% |
| To fill positions that may be eliminated in the near future | | 39 | 67% |
| For special projects | | 46 | 79% |

18. If Management wishes to extend a fixed term appointment beyond a second year (which must be approved by the President), who must agree to the third year extension?

| Answer | | Response | % |
|-------------------------------|--|----------|------|
| The local ASF executive board | | 17 | 29% |
| The university president | | 21 | 36% |
| MnSCU Labor Relations | | 6 | 10% |
| The State ASF Board | | 14 | 24% |
| Total | | 58 | 100% |

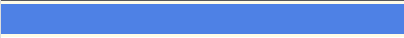

19. An employee hired on a probationary status can be involuntarily changed to externally funded status if funding streams change.

| Answer | | Response | % |
|--------|--|----------|------|
| True | | 34 | 60% |
| False | | 23 | 40% |
| Total | | 57 | 100% |




20. What is the length of the probationary period of a new employee hired through a national search process?

| Answer | | Response | % |
|---------|--|----------|------|
| 1 year | | 15 | 27% |
| 2 years | | 3 | 5% |
| 3 years | | 12 | 21% |
| 4 years | | 26 | 46% |
| Total | | 56 | 100% |

21. An ASF employee who is assigned to a different position must complete their probationary period in the new position or serve a 1 year probationary period, whichever is great.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 49 | 84% |
| False |  | 9 | 16% |
| Total | | 58 | 100% |




22. If a salary range is reassigned, the effective date of the different salary range shall be:

| Answer | | Response | % |
|--|---|----------|------|
| When the appropriate Vice President approves the request for re-evaluation of the position |  | 7 | 12% |
| When the Campus Evaluation Committee submits their recommendation | | 0 | 0% |
| When the decisions comes back from MnSCU |  | 13 | 22% |
| When HR receives the complete, signed, formal reclassification packet |  | 38 | 66% |
| Total | | 58 | 100% |





23. Rate your knowledge level on the following ASF Hiring Procedures

| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|-------------------------|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Creating a new position | 23 | 27 | 6 | 2 | 58 | 1.78 |
| Search process | 4 | 18 | 25 | 11 | 58 | 2.74 |
| Internal search process | 9 | 31 | 14 | 4 | 58 | 2.22 |



24. How many ASF members must serve on an ASF search committee?

| Answer | | Response | % |
|--|---|----------|------|
| Any number deemed necessary by the institution |  | 19 | 33% |
| ASF must have the most representation on the search |  | 17 | 29% |
| The number cannot be exceeded by the membership from another bargaining unit |  | 22 | 38% |
| Total | | 58 | 100% |

25. Which three documents must be turned into HR before a new position or reclassification of an existing position can begin?

| Answer | | Response | % |
|---------------------------------|---|----------|-----|
| Position Description |  | 56 | 98% |
| Notice of Vacancy |  | 33 | 58% |
| Position Analysis Questionnaire |  | 45 | 79% |
| Organizational Chart |  | 32 | 56% |



26. An ASF member who is granted a leave of absence and assigned on an interim or acting basis through an internal search process will have the right to return to their former position at the same range and step.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 53 | 93% |
| False |  | 4 | 7% |
| Total | | 57 | 100% |


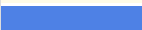
27. Rate your knowledge level on the following Separation of Employment Procedures

| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|-------------|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Non-renewal | 37 | 17 | 1 | 3 | 58 | 1.48 |
| Lay-off | 41 | 16 | 0 | 1 | 58 | 1.33 |
| Retirement | 28 | 25 | 4 | 1 | 58 | 1.62 |
| Dismissal | 39 | 18 | 0 | 1 | 58 | 1.36 |




28. If an employee is non-renewed, a reason must be given.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 39 | 67% |
| False |  | 19 | 33% |
| Total | | 58 | 100% |

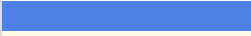




29. A non-renewal can be grieved up through Step III of the grievance process (to the Chancellor/his designee) but cannot be grieved through arbitration.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 40 | 70% |
| False |  | 17 | 30% |
| Total | | 57 | 100% |

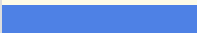



30. Which of the following does not constitute personnel reduction or layoff within the Master Agreement?

| Answer | | Response | % |
|--|---|----------|------|
| Personnel reduction of a fixed term, externally funded, or probationary ASF Member |  | 25 | 45% |
| Non-renewal or dismissal of an ASF employee |  | 22 | 39% |
| The layoff of a permanent ASF employee |  | 9 | 16% |
| Total | | 56 | 100% |

31. If the University decides that a position must be eliminated or personnel reduction is made, what rights does a permanent ASF employee have? (select all that apply)

| Answer | | Response | % |
|---|--|----------|-----|
| Notice shall be given to any fixed-term, externally funded, or probationary status employees occupying positions that are not being eliminated in the same or lower salary range in the same department, program or service area. The permanent employee will be reassigned to that position as long as they are qualified to fill the position. |  | 35 | 71% |
| If there are not sufficient fixed-term, externally funded or probationary status employees to achieve the eliminations, notice will be given to the least senior permanent status ASF employee in the same or lower salary range as the position to be eliminated. The employee whose position is to be eliminated will be reassigned to that position as long as they are qualified to fill the position. |  | 36 | 73% |
| If the employee has 36 months of service in another department, program or service area at a state university, s/he may choose, at the time the decisions is made to eliminated the position, to exercise his/her right to move to that department in his/her current institution. Notice would then be given to fixed-term, externally funded, probationary, or lessor seniority employees in that department. |  | 28 | 57% |
| Permanent ASF employees may elect to accept a layoff that results in separation from service in lieu of exercising a reassignment. These employees would not be eligible for the Early Notice Incentive or the Separation Incentive. |  | 30 | 61% |
| Permanent employees who are separated from service have recall rights. They shall be offered interviews for positions for which they apply and meet minimum qualifications at any MnSCU institution for a period of 6 months from their effective layoff. |  | 35 | 71% |



32. Which of the following statements about seniority are true?

| Answer | | Response | % |
|---|--|----------|-----|
| Employees on a 9- to 12-month appointment or a part-time employee with at least a .75 FTE or greater for 12 months shall be considered to have accrued one year of seniority. |  | 35 | 71% |
| Employees in other part-time appointments or first year full-time employees whose FTE is less than .75 will have seniority calculated based on the number of months of the FTE appointment. |  | 32 | 65% |
| If two or more ASF employees have equal seniority, then those with greater length of service in permanent status shall have priority for retention. |  | 42 | 86% |
| If an ASF employee has an assignment that is split equally between more than one department, program or service area, the employee can choose which one all seniority will be credited. |  | 25 | 51% |



33. Rate your knowledge level on the following Employee Written Record

| Question | Not knowledgeable | Somewhat Knowledgeable | Knowledgeable | Very Knowledgeable | Total Responses | Mean |
|----------------------|-------------------|------------------------|---------------|--------------------|-----------------|------|
| Evaluations | 10 | 20 | 22 | 5 | 57 | 2.39 |
| Personnel file | 20 | 27 | 9 | 1 | 57 | 1.84 |
| Disciplinary actions | 29 | 24 | 3 | 1 | 57 | 1.58 |





34. Probationary ASF members are required to have an annual, written performance evaluation in their personnel file.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 56 | 98% |
| False |  | 1 | 2% |
| Total | | 57 | 100% |

35. An employee must sign everything that goes into their personnel file.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 31 | 54% |
| False |  | 26 | 46% |
| Total | | 57 | 100% |



36. The employer must show just cause for any disciplinary action imposed on an ASF member. To prove just cause, the employer must show which of the following (3).

| Answer | | Response | % |
|---|--|----------|-----|
| Misconduct and/or unsatisfactory performance |  | 52 | 91% |
| Adequate process was followed |  | 44 | 77% |
| Three verbal warnings were documented |  | 27 | 47% |
| The level of discipline was appropriate for the offense |  | 46 | 81% |



37. Rate your knowledge level on the following work life issues

| Question | Not knowledge-able | Somewhat Knowledgeable | Knowledgeable | Very Knowledge-able | Total Responses | Mean |
|----------------------------------|--------------------|------------------------|---------------|---------------------|-----------------|------|
| Work schedules | 4 | 29 | 20 | 5 | 58 | 2.45 |
| Comp time | 20 | 22 | 12 | 3 | 57 | 1.96 |
| University service/ release time | 32 | 23 | 2 | 1 | 58 | 1.52 |
| Academic freedom | 25 | 22 | 9 | 2 | 58 | 1.79 |
| Grievance procedures | 31 | 23 | 3 | 1 | 58 | 1.55 |
| Outside employment | 40 | 16 | 2 | 0 | 58 | 1.34 |



38. While the contract allows for flexible scheduling, University operating hours must be considered.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 55 | 96% |
| False |  | 2 | 4% |
| Total | | 57 | 100% |

39. Official union business can occur during core university hours so long as it does not interfere with university functions.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 54 | 93% |
| False |  | 4 | 7% |
| Total | | 58 | 100% |

40. Full time ASF employees are free to accept outside employment including hourly, salary, honorarium...

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 45 | 78% |
| False |  | 13 | 22% |
| Total | | 58 | 100% |

41. Grievances are not filed against other ASF employees. They are filed with management.

| Answer | | Response | % |
|--------|---|----------|------|
| True |  | 27 | 48% |
| False |  | 29 | 52% |
| Total | | 56 | 100% |

42. Many responsibilities between IFO and ASF can cross boundaries. A position must have at least 51% of their duties in ASF in order for it to be classified as an ASF position. Please identify which unit the following responsibilities fall under:



| Question | IFO | ASF | Total Responses | Mean |
|---|-----|-----|-----------------|------|
| Administration and service functions to students, the university, and the community | 11 | 38 | 49 | 1.78 |
| Personal, psychological, or psychiatric counseling | 14 | 36 | 50 | 1.72 |
| Transfer advising, interpreting and application of established policy and procedure in advising | 41 | 8 | 49 | 1.16 |
| Positions which involved direct classroom teaching of 14 credits per year | 40 | 9 | 49 | 1.18 |
| Evaluation of satisfactory completion of an internship or practicum for credit | 32 | 17 | 49 | 1.35 |
| Supervision of a student in the completion of an internship or practicum | 4 | 45 | 49 | 1.92 |
| Tutoring administration and management | 29 | 19 | 48 | 1.40 |
| Direct tutoring of students on an academic subject area | 21 | 28 | 49 | 1.57 |
| University research department administration and management | 25 | 24 | 49 | 1.49 |
| Administration of grants related to an academic discipline | 44 | 5 | 49 | 1.10 |
| Normally work an academic year | 1 | 47 | 48 | 1.98 |
| Normal work a fiscal year | 2 | 47 | 49 | 1.96 |
| Provide direct services that are non-teaching and are not related to a particular academic discipline | 17 | 32 | 49 | 1.65 |
| May supervise staff other than IFO not to exceed 49% of the position duties | 24 | 25 | 49 | 1.51 |
| May include budget coordination of an academic department or program not to exceed 49% of position duties | 4 | 45 | 49 | 1.92 |
| Personnel management and supervision of staff other than Excluded management and confidential staff | 5 | 44 | 49 | 1.90 |
| Plan, direct and management of support departments or programs | 6 | 43 | 49 | 1.88 |
| Manage university compliance with applicable laws and regulations | | | | |

APPENDIX B: TRAINING RECOMMENDATIONS SURVEY





Initial Report

Last Modified: 03/14/2016







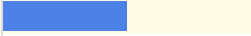


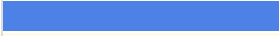


1. I am an ASF employee.

| Answer | | Response | % |
|--------|---|----------|------|
| Yes |  | 5 | 50% |
| No |  | 5 | 50% |
| Total | | 10 | 100% |

2. How long have you supervised ASF employees?

| Answer | | Response | % |
|--------------------|---|----------|------|
| Less than 5 years |  | 5 | 50% |
| 6-10 years |  | 2 | 20% |
| 11-20 years |  | 2 | 20% |
| More than 20 years |  | 1 | 10% |
| Total | | 10 | 100% |

3. As a supervisor of ASF employees, how are you currently learning about and/or finding answers to questions with regard to the ASF Master Agreement and associated policies/procedures? (select all that apply)

| Answer | | Response | % |
|--|--|----------|-----|
| Reading the ASF Master Agreement |  | 9 | 90% |
| Attending ASF meetings |  | 6 | 60% |
| Searching the WSU website (www.winona.edu) |  | 4 | 40% |
| Searching the local ASF website (www.winona.edu/asf) |  | 1 | 10% |
| Searching the MnSCU website (www.mnscu.edu) |  | 2 | 20% |
| Searching the State ASF website (www.msuaasf.org) |  | 1 | 10% |
| Contacting local ASF officers |  | 4 | 40% |
| Contacting other ASF supervisors |  | 1 | 10% |
| Contacting other ASF employees (who may not supervise) |  | 1 | 10% |
| Contacting Human Resources |  | 9 | 90% |
| Contacting Affirmative Action |  | 2 | 20% |
| Other (please describe): |  | 1 | 10% |

Other (please describe):

Contact State ASF Officers

4. Please rank order your preferred platform for training on the ASF Master Agreement and associated policies/procedures. (1=most preferred platform)

| Answer | Rank 1 | Rank 2 | Rank 3 | Rank 4 |
|--|--------|--------|--------|--------|
| In-person workshops | 7 | 1 | 0 | 1 |
| Online modules (i.e., D2L Brightspace) | 1 | 3 | 5 | 1 |
| Interactive webinars | 2 | 4 | 3 | 1 |
| One-on-one trainings | 0 | 2 | 2 | 7 |
| Total | 10 | 10 | 10 | 10 |





5. Do you have any other ideas on how best to present a training?

Text Response


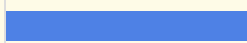
"Train the Trainer" model

I like the face-to-face for specific questions, I think generally learning about the changes in contract can be done using an electronic format or a presentation at an ASF meeting. I hesitate talking too much publicly about specific contract issues as we have a small community and I want to be sure to guard people's privacy.

6. How often should trainings on the ASF Master Agreement be done? (select all that apply)

| Answer | | Response | % |
|---|--|----------|-----|
| Every time a new supervisor is hired. This should be done as part of their orientation in their first semester. |  | 6 | 60% |
| Once per semester |  | 1 | 10% |
| Every year |  | 3 | 30% |
| Every time the contract is updated (approximately every 2 years depending on timing of the settlement) |  | 6 | 60% |
| Every 3-5 years | | 0 | 0% |
| Other (please describe): | | 0 | 0% |

7. How often would you attend trainings on the ASF Master Agreement?

| Answer | | Response | % |
|--|--|----------|------|
| Once per semester | | 0 | 0% |
| Every year |  | 3 | 30% |
| Every time the contract is updated (approximately every 2 years depending on timing of the settlement) |  | 7 | 70% |
| Every 3-5 years | | 0 | 0% |
| Other (please describe): | | 0 | 0% |
| Total | | 10 | 100% |

8. Besides having online access to the ASF Master Agreement, would anything else be helpful in retaining information about the ASF Master Agreement and associated policies/procedures?

Text Response

A "cheat sheet" of FAQs or major points.

Not that I can think of...the master agreement, ASF Pres, and HR are my go to places.

9. In addition to the ASF Master Agreement, please list any specific topics that would be useful for you to learn more about as a supervisor.

Text Response

I did the MnSCU Art of Supervision and found it extremely useful. Since that is required by the MnSCU system, I'm not keen to duplicate it at the local level.

During department meetings, are there certain issues (e.g., curriculum, personnel, etc.) that ASF members are not allowed to vote on?

FMLA, Additional Duty Pay

10. In your current or past positions that involve supervision of employees, are there any specific trainings or platforms that assisted you in becoming a supervisor? Please list names of trainings, organizations, etc. that could be researched for best practices.

Text Response

See Q9.

MnSCU Supervisor training sessions

Cognitive Coaching has been one of the most powerful...offered through the College of Ed...64 hours of training.

11. Do you have any other comments or ideas you wish to share?

Text Response

I like this idea of having some help keeping current with contract language and changes.



Appendix C

Master Agreement FAQs

This document serves as a guide for finding answers to common questions regarding the ASF Master Agreement. Arranged in topic areas for easy reference, this document refers back to the contract sections from the 2015-2017 Master Agreement. Not all topics are covered so please see the full Agreement for items not addressed in this FAQ or contact Human Resources.

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| II. Leaves of Absence | VII. Non Renewals |
| III. Appointment and Position Status | VIII. Personnel Files |
| IV. Process for Fixed Term Appointments | IX. Discipline Procedures |
| V. New and Reclassified Positions | X. Grievance Process |
| | XI. Outside Employment |

I. Funding Areas

a. What is the Exceptional Achievement Incentive Program and how do I apply?

The Exceptional Achievement Incentive Program awards \$3,000.00 to ASF members who demonstrate ongoing exceptional achievement in their ability to effectively perform job responsibilities. In addition to their exceptional achievement in their job responsibilities, 2 of the following 5 criteria also have to meet exceptional standards: scholarly activity, creative achievement or research; evidence of continuing preparation, study; contributions to student growth and development; service to university or community; other contributions that further the strategic goals of the MnSCU system. The process to apply is posted at <http://www.winona.edu/asf/funding-opportunities.asp>.

For more information see ASF Master Agreement Article 12 Section H

b. When do I get extra pay for taking on additional assignments?

The additional assignments an employee takes on cannot be reasonably covered by their position description, must be in an unclassified position in an equal or higher range, and the duties must be temporary, but for more than 6 weeks. An honorarium may be used if only some criteria apply for an FLSA Exempt employee. The minimum compensation would be 5% of base salary.

For more information see ASF Master Agreement Article 12 Section I

c. What exactly can an honorarium be used for?

Another way to get compensated for additional work is through an honorarium. These can be given to an ASF member who performs an assigned special project that must be outside the scope of the ASF member's responsibilities. An honorarium can also be given to employees who are assigned additional duties/responsibilities temporarily that could be reasonably covered in their position description, is of an unclassified position, and is temporary (i.e., taking on additional responsibilities while a co-worker is on FMLA Leave). Please consult Human Resources for the process of giving an honorarium.

For more information see ASF Master Agreement Article 12 Section I

d. What is the Special Initiative Award program (SIA)?

ASF members may apply for SIA stipends of up to \$5,000 to complete "a special initiative that is of benefit to the University, its mission and/or the MnSCU system". The stipend is only additional salary—it is not to cover expenses to complete the project. Employees should consult with their supervisors and administrators to see if funds are available if there is not a formal announcement coming from the local ASF unit. Deadlines are July 1 and November 15.

For more information see ASF Master Agreement Article 12 Section I or the ASF website

<http://www.winona.edu/asf/funding-opportunities.asp>

e. Can an ASF member be hired as an adjunct teaching faculty?

When additional assignments including classroom teaching or you are hired by a department as an adjunct, you should receive \$1,100 per credit hour or the negotiated adjunct faculty rate.

For more information see ASF Master Agreement Article 12 Section I

II. Leaves of Absence

a. Outside of vacation, sick leave, and personal leave, what other circumstances can ASF members request a paid leave of absence?

ASF employees qualify for these paid leaves of absence:

- Workers Compensation as a result of an injury on the job under the provision of the Minnesota Worker's Compensation Act
- Bereavement Leave: Up to 5 days for a death in the immediate family. Bereavement leave for other family members outside of the immediate family shall be deducted from sick leave.
- Adoption Leave: Up to 30 days per occurrence. This shall be deducted from sick leave.
- Military Leave: Members of the State or Federal armed services are entitled to 15 days per year.
- Court Related Leave: Jury duty, appearance in response to a subpoena other than situations created by the employee as a plaintiff or defendant or serving as an expert witness
- Election Judge: 14 days advance request required to serve as a judge in any election

For more information, see ASF Master Agreement Article 18 Sections D-I

b. What is an unpaid leave of absence?

ASF employees may request an unpaid leave of absence for valid reasons, including but not limited to medical necessity that is not covered by FMLA, for an initial period not to exceed 2 years. A request shall be made as early as practicable and include a statement of purpose including its value to the ASF member and the university. A leave of absence beyond 2 years may be granted at the discretion of the University President. Other unpaid leaves of absence include:

- Extended leave: At least 3 years but not more than 5 years may be granted in accordance with Minnesota law.
- Family Medical Leave Act: Up to 12 weeks to care for an ASF Member's child after birth, adoption or foster care; to care for a spouse, child or parent with a serious health condition; or to care for the serious healed condition of the ASF Member
- Parental Leave: Up to 9 months with extended request to be approved by the University President or his/her designee. This can be used by natural or adoptive parents.

For more information see ASF Master Agreement Article 19 Section A

III. Appointments and Position Status

a. What is the difference between acting and interim status?

Acting appointment is one where an ASF member is temporarily assigned to fill a position when the incumbent is expected to return. An interim appointment is one where an ASF member is assigned to fill a vacant position. Interim positions are subject to the internal search process. The ASF member filling either of these positions has the right to return to their former position at the same salary range and step position after the allotted time.

For more information see ASF Master Agreement Article 5 section L and Article 12 Section I

b. When an externally funded position becomes fully funded by the general operating budget, what happens to the employee?

The status of the employee who was hired in an externally funded position can be changed to fixed term or probationary.

For more information see ASF Master Agreement Article 10 Section A

c. Can an employee hired in a probationary position be changed to externally funded if the funding source changes?

No, an ASF member hired on probationary status shall not be involuntarily changed to externally funded status.

For more information see ASF Master Agreement Article 10 Section A

d. How long is probationary status for an ASF member?

Probation is four consecutive years in the same position. There is no probationary period for externally funded or fixed term positions because they cannot become permanent. If the position that an ASF member is in changes from fixed term or externally funded to probationary status or if the employee gets the probationary position after they have held it under fixed term status, the ASF member is credited 1 year for each year served up to three years. One year of probationary status will be served unless it is waived. If an ASF member is assigned to a different position after attaining permanent status, they have to serve 395 days of probation. *For more information see ASF Master Agreement Article 10 Section A*

IV. Process for Fixed Term Appointments

a. When should fixed-term appointment be used?

A fixed-term appointment can be used to fill a position

- in a leave of the absence
- when the President determines that normal recruitment and selection procedures cannot be followed due to time constraints
- during peak demand times or special projects
- restructuring
- that will be eliminated in the near future

For more information see ASF Master Agreement Article 10 Section A

b. What is the process for extending a fixed-term position beyond one year?

If Management wishes to extend a fixed-term appointment to a second year, the University President must approve. If Management wishes to extend to a third year, the ASF State Board must approve. This must be done at least 60 days prior to the end of appointment. There is a form in HR for both of these processes. <http://www.winona.edu/hr/forms.asp>

For more information see ASF Master Agreement Article 10 Section A

V. New & Reclassified Positions

a. What paperwork is needed to initiate creating a new position or having a position reclassified?

After approval from your administrator to go ahead and create a new position, Human Resources will need a position description (PD), position analysis questionnaire (PAQ) and organizational chart. Also for a reclassification, a memo from the supervisor must be included in the materials.

For more information see ASF Master Agreement Article 3 section B and Article 12 section A

VI. Search Committees

a. Who can be on ASF search committees?

Any employee or student can be on an ASF search committee. The only stipulation is the number of ASF members on the committee cannot be exceeded by the membership from another bargaining unit. ASF members for search must be appointed by the ASF membership through the ASF President.

For more information see ASF Master Agreement Article 20 section E

b. What is the process of conducting a search?

All ASF searches are administered through the Affirmative Action Office. Once a position description has been finalized through Human Resources, supervisors work with the Affirmative Action Office to start the process. There are forms and a checklist of details/responsibilities on the Affirmative Action website found at <https://www.winona.edu/affirmaction/search.asp>. Please contact Lori Mikl or Robin Delong in the Affirmative Action Office with questions.

VII. Non Renewals

a. I have an employee who is not performing to my expectations and a non-renewal is necessary. What do I need to know?

Non-renewing an employee's contract does not require just cause. A written notice of non-renewal can be done at any time of year and not by a specific date. There are different requirements for a notice of non-renewal depending on the type of appointment:

- Fixed Term: 45 days
- Externally Funded with 4 or less years of service: 90 days
- Externally Funded with more than 4 years of service: 180 days
- Probationary in the first year of service: 90 days
 - If appointment is less than 9 months: 30 days
- Probationary in years 2, 3, or 4 of service: 180 days

For more information see ASF Master Agreement Article 10 Section A

VIII. Personnel Files

a. Where are personnel files kept and who has access to them?

ASF employee personnel files are kept in Human Resources. Employees have access to their files during normal business hours. Unsigned letters or statements related to an ASF member shall not be placed in the files. If there is something placed in an employee file that they do not agree with, they can file a letter of response that will be placed in the file as well.

For more information see ASF Master Agreement Article 6

IX. Discipline Procedures

a. I need to discipline an employee. What does the ASF Master Agreement indicate about discipline?

Disciplinary action requires just cause that must be established by showing: 1) the ASF Member engaged in misconduct and/or unsatisfactory performance, 2) the ASF Member was provided adequate process, and 3) the level of discipline was appropriate for the offense. Discipline may include oral reprimand, written reprimand, suspension without pay, reduction in salary, demotion, and dismissal. In lieu of suspension without pay, the Employer may, at its discretion, require the employee to use accumulated vacation in an amount equal to the length of a suspension up to five days.

For more information see ASF Master Agreement Article 23 Sections A-B

X. Grievance Process

a. My employee is disgruntled with a decision I've made and has threatened to file a grievance through ASF. What exactly is a grievance and what is the process?

According to Article 25, a grievance is a dispute or disagreement about the interpretation or application of any specific term(s) of the ASF Master Agreement. Before a formal grievance is filed, the goal is to reach an informal resolution between the employee and the designated supervisor. This may or may not involve a union steward. If the matter is not resolved to the employee's satisfaction, then a formal written grievance is filed with university and eventually system administrators if necessary. Written grievances are only filed with administrators—not with another ASF employee who is an ASF supervisor.

For more information see ASF Master Agreement Article 25 Sections A-C

XII. Outside Employment

a. I have an employee who has been offered a part-time position outside the university. What are the rules about accepting outside employment?

Employees are free to retain outside employment as long as it does not interfere with their regular duties. However, employees shall not receive an annual retainer fee or regular salary unless approved by the University President/designee (excluding writing books or articles or giving an occasional speech). Full-time ASF employees are not permitted to serve as a regular paid consultant or staff for other Minnesota state agencies without appropriate leave of absence or deduction of pay from the university.

For more information see ASF Master Agreement Article 21 Section C