# Notes from IST Managers Consultation—December 15, 2015
Led by: Anne Bailey
Number of attendees: 52

## Summary

| Themes | - Collaboration  
| - Shared values—Strengthen affiliation with university first, unit second  
| - Need to create clear career pathways  
| - Mentorship  
| Thought Provokers | - Performance evaluations (FEC and for staff) should directly link back to the university’s values  
| - Experiential learning can also be a part of employees professional development  
| Tension to Drive Positive Change | - Reward collaboration—penalize non-collaboration  
| Strategies | - Remove barriers and increase access to university courses (in all faculties) to staff members  
| - Evaluate managers on their ability to foster their teams’ professional growth  
| - Create groups of people from across campus to map out the various “life-cycles” of faculty, staff, students and then build the systems need to facilitate and support them. (no one group has the full picture—a team is needed)  

## Full notes:

Focus questions:

1. How can we enable and enrich the intellectual, professional, and personal development of staff members?
2. How can we improve staff mobility within the university and create more opportunities for career progression to the benefit of both the individual and the university?
3. What values do you think the University of Alberta should (or does) embody?
4. How can an individual or unit contribute to the overall benefit of the institution? How do we increase a culture of belonging to and engagement with the university?
5. How do we balance diversity and unity across the university in the interest of the greater good in good and bad times?

### Discussion

- Collaboration – we talk the talk but don’t walk the walk. We can over-analyze and actually create barriers to collaboration.
- Value collaboration - if it doesn’t exist we won’t move forward as a university
- Career paths - what does it take to develop as the university does
- Engaging with technology - making technology and the value it can bring accessible and understandable to everyone across campus
• Student recruitment needs to be more responsive (i.e. offers sent earlier, faster)- Improve admissions process
• A mention that TELUS has very good values, which we can learn from:
  - We embrace change and initiate opportunity.
  - We have a passion for growth.
  - We believe in spirited teamwork.
  - We have the courage to innovate.
• Connection to and within the community - silos need to connect
• Staff Development - Web training availability, however, not everyone knows about them or has access to them
• Research—we need to improve the front end (processes for getting grants) and the back end (getting the research out to the community)
• Staff Mobility - Job Shadowing - mentorship
• Vertical Growth - Delegation of tasks can give individuals the opportunity to complete tasks at a higher level. The concept of experiential learning could also be a something that guide staff professional development.

Main themes
  - Values
  - Career path - professional development
  - Collaboration
  - Accessibility and getting out of silos
  - Admissions process

Values

How might we operationalize collaboration?
• Talk about being part of a community; however, we don’t have the interaction and cohesion across the different silos
• Lack of communication of university successes
• Foster joint initiatives - de-foster individual initiatives
  o eg. systems, student experience
• Barriers for collaboration - we identify with own unit first then university community second - if there is more of a community feel then there may be more identity with the university community. When a someone first begins work at the university, they should go to university-level orientation on first day, not unit-level orientation. Months can go by before university-level orientation occurs, if at all.
• Performance appraisals - a standardized form and process should tie performance directly back to the university values

Career Pathways - Horizontal Vs Vertical
• How do we get the help we need? How do we get mentored?
  - IST is viewed as a cost centre but are working towards Service Provider and Partner
  - Decentralization is not a value but a hindrance to moving forward
• Mobility
  - Lifelong learning - Benefit - tuition remission. Faculty of Extension courses not included (Business courses, change management) - subset of courses to be more availability
  - Laterally moving (secondments) - Deans and chairs usually make decisions and my not be aware at the lower level positions (lack of backfill)
  - Tuition Remission - No access to sister institutions
  - Try and remove barriers to further education
- Need for Professional Technical career paths
- Evaluate management on how they grow their people?
- Need for a formal Mentoring program
- Noticing in areas low staff morale in light of reduced funding and staff cuts and fiscal restraint - A need for it to be acknowledged and addressed whether it be by training
- Create groups of people from across campus to map out the various “life-cycles” of faculty, staff, students and then build the systems need to facilitate and support them. (no one group has the full picture—a team is needed)

**ISTS role?**
- Identify strategically important business processes and fund them differently
- Need to look at the entire lifecycle of the student
- Use information in innovative ways

**Research**
- Outcome is publishing; however, there is a disconnect in relating it back to Albertans to make them understanding why funding in research
- Falling walls sessions—fantastic way to see how research at the U of A has the potential to radically change the world.
- TEC Edmonton - how much input does the university have?