

## Employment Philosophy

At ASI our staff is our greatest resource. Hiring, developing and empowering quality staff is what drives our organization. We believe there is a direct correlation between creating a supportive, challenging, developmental and collaborative environment for our staff members and the quality of services and programs they deliver to the students of Cal Poly. This philosophy is central to everything we do and includes four important components:

1. Hire Good People:

The most important thing we do in ASI is deciding who to put on our team. When we hire quality staff, we have qualified and extremely motivated people working for the students and ASI. To accomplish this we must continually review and revise our recruitment system. We must seek new and innovative techniques to identify our future employees. If we do not put significant emphasis on quality recruitment, we will spend a great deal of time and energy managing the consequences.

Another dimension of quality hiring is eliminating mediocrity. We owe it to our employees to keep them surrounded by equally high-caliber staff. Accordingly, we are committed to coaching and developing those who support our vision and assist others in finding employment elsewhere.

2. Challenge and Support:

When we consistently hire quality staff and are committed to coaching them to exceed our standards we maintain self-motivated and capable people throughout ASI. Quality people don't need to be motivated; they need to be challenged and supported. Therefore we will provide appropriate challenges and then allow staff the autonomy necessary to succeed in their job. We must resist the temptation of setting up cumbersome rules, structures and controls. Our approach must be to say, "We trust you, and we support you", and give people the freedom and flexibility to do their job and reach their potential. We must also resist efforts to create a policy for every possible situation. We trust that good people will make good decisions without a game plan for all circumstances.

3. Develop Future Leaders:

Our next priority to achieve success is training and development that imparts to staff the knowledge and skills they need to be effective in their jobs. If many of our future managers are to come from our current staff, we must make the development of our talent a very high priority. ASI must have managers with the necessary skills to manage the challenges ahead. Providing opportunities for innovative training and development programs is our priority.

4. Involvement, Collaboration, and Ownership:

As a growing organization on a campus experiencing significant changes in both scope and student demographics, we face a myriad of challenges and opportunities every day. Our chances of successfully responding to change are increased significantly when we can harness the thinking, ideas and energy of all staff members. Furthermore, when we encourage employees at all levels to participate, collaborate, and get involved in our organization, they will grow as individuals and take ownership in the contributions they are making. One significant way we connect individuals throughout the organization is through the ASI Strategic Plan. Each employee creates individual goals directly tied to area objectives within the strategic plan. The annual assessment of outcomes insures that all staff is contributing to the ASI Vision:

*"ASI will be every student's connection to the ultimate college experience"*

The foundation of our organizational culture is the expectation that everyone at ASI take ownership of his or her job. Additionally, we expect collaboration between and among the various program/service entities in the achievement of our objectives. In support of these efforts it is essential that we provide an environment where individual ownership and inter-staff collaboration can flourish and is regularly celebrated.

ASI recognizes that every person in the organization makes a difference and contributes to our success.