

**Task Force Report from
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Language from Clerical Utilization and Deployment Report prepared by Mark Scipioni:

This report presents many general and specific recommendations for improvements in deployment, utilization, and capacity building. The changes can be steps in the process of organizational continuous improvement. There is nothing unusual about the need to periodically examine the need for changes in large organizations like the university. Such reviews assist to better align the organization's resources to achieve short-term and longer-term goals. Recommendations are presented in the report sections called *Deployment and Utilization* and *Capacity Building*.

This review's recommendations strongly favor more team-based clerical support. One of the intended benefits of teams, which would include pool arrangements and others, is additional flexibility to utilize staff to help each other with ups and downs in workloads.

Key Recommendation from Task Force:

Utilize Administrative Support Center (ASC) concept: Administrative support work would be viewed as "joint or shared". Such a concept will involve additional coordination and communication throughout the University. An individual (administrator, chair or faculty member) requiring clerical support or assistance would communicate with a Supervisor (MMA position). The Supervisor would accept the request and ensure a response. Administrative Support Center staff would support larger University-wide "good" rather than small group of internal clients.

Specific recommendations from Mr. Scipioni's report and recommendations from Task Force (numbered items) are listed below:

Recommendation 1: Enlarge the pool in Hagg-Sauer to include a part-time clerical position, and based on workload assessment at the time of that action, consider expanding the range of coverage beyond Hagg-Sauer to the adjacent buildings as primary support and/or backup.

1. Given university-wide recalibration, no additional clerical positions can be authorized.
2. Use "ticket system" to share work among staff in designated administrative support center(s) similar to system used in IT.
3. Establish MMA position(s)(e.g. Office Services Supervisor 3) to relieve Deans of some supervisory tasks including time off and eTimesheet approval; performance management; workload distribution; and other responsibilities befitting the position. Coordination of

supervision and work direction would become more important as the administrative support center model expands.

Recommendation 2: Determine if a similar pool model should be established for Sattgast support, and assess additional opportunities for single buildings or clusters.

1. Establish Admin Support Center(s) as a means of “spreading” the workload throughout the University and establishing fairness and balance in the way work is distributed

Recommendation 3: Provide training and support for clerical staff who conduct work in teams, including the pool model. Support cross-organizational mechanisms to ease sharing of positions.

and

Recommendation 4: Cross-train clerical staff as a way to prepare for team-based clerical support and to moderate current problems from absences without backups.

1. Assess need for training via assessment tool prepared by Cheryl Berglund, Commissioner’s Plan Rep to the task force.

Recommendation 5: Revise position description language to reshape the team support framework and as a basis for a transition to pool arrangements.

1. Language added to updated administrative support PDs: Providing administrative support for other areas as administrative support recalibration occurs.
2. Unless otherwise indicated, academic department positions are seasonal, i.e. August – May (ten month positions) *and, as determined, off during semester breaks.* Cabinet would consider consolidating summer courses into a lesser number of classroom buildings.

Recommendation 6: Implement additional coordination practices (Executive Support and PE Complex) and study potential integration (1st Floor Deputy Center) for the three prominent situations that were identified as having potential to improve internal and external customer services and promote clerical support efficiency.

1. 3rd Floor Deputy: Pres Hanson has set expectation for admin support staff members for him, VPAA and VP SDE to provide backup during periods of high workload and reassign clerical position assigned to Communications and Marketing to better utilize her talents and skills.
2. PE Complex: Two positions participate in administrative support center concept (PEHS and Athletics)
3. 1st floor Deputy: Cross train as needed among Admissions; Fin Aid; IPC; Records; Distance Learning Administrative Support Staff to support Integrated Enrollment Services (IES) concept

4. Foundation and Alumni Services: two positions participate in administrative support center concept (PEHS and Athletics)
5. Residence and Student Life: three positions participate in administrative support center concept.

Recommendation 7: Provide leadership guidance to departments and offices with respect to the roles that clerical staff have in providing work direction to student workers. Guidance should consider whether a more centralized oversight function for student work can benefit clerical support efficiency.

1. Create a student worker electronic handbook for use throughout the University (good examples include Records (Sue Grimm); and Residence and Student Life (Barb Butler) with information on the following topics: customer service; telephone etiquette; confidentiality; dress; appropriate use of technology.
2. Provide performance management feedback to student workers (see process used in Residence and Student Life (Barb Butler)

Recommendation 8: Develop and implement a plan to coordinate work among the executive support staff, including help covering peak work and for backups.

1. President Hanson has indicated that the work group includes his assistant; VP of AA assistant; VP of SDE assistant and OAS Int reporting to Dir of Communication and Marketing so time off is covered and colleague support is available.
2. Coverage for VP Maki's assistant is provided by the HR Aide through successful responsibility sharing.

Recommendation 9: Participate in creating a plan, in consultation with university leadership and others, to help guide and support BSU clerical staff development.

1. Develop a "career ladder" professional development plan so administrative support staff who wish to advance through administrative support positions have the knowledge, skills, and abilities necessary. At present, Intermediates and Seniors are often filled from outside of the University.
2. Provide support for obtaining and maintaining certification in software use.

Recommendation 10: Assess the types and level of clerical support needed by the assistant vice presidents (AVPs) and organize to provide support among the executive support staff, in coordination with other support staff in Deputy as needed.

1. See recommendation #8

Recommendation 11: Further consolidate the purchasing function for the colleges.

1. Identify two already existing positions to prepare all PO's for entire University . This seems imperative given complexity and dynamic changes within PO processing protocols. Two positions would report to Belinda Lindell, Dir of Procurement and Logistics. Ms. Jan Erickson is retiring so position could be reviewed and considered for PO preparation.

2. Use ticket system to inform PO preparers of need for PO (see attached document).

Recommendation 12: Determine on a case-by-case basis whether the extent of seasonality in support needs for clerical positions justifies seasonal designation.

1. See Recommendation 5. Item 2

Recommendation 13: Extend the reach of the support staff pool based in Hagg-Sauer to increase support team size, flexibility, and capabilities to include adjacent buildings for backup and overload situations.

1. See recommendations 1 and 2

Recommendation 14: Review deans assistants' position descriptions and add language that increases flexibility to provide cross-support among the deans' assistants and an ongoing role to improve clerical communications and teamwork.

1. Send for job audit position held by OAS, Intermediate in CBTC for probable reallocation to OAS Sr. similar to other Dean's admin support staff. Ensure similar language among three Deans' admin support staff.
2. Have regular monthly meetings among Deans' admin support staff August – May.

Recommendation 15: Assess the development of a pool arrangement for CBTC clerical support, and make small adjustments for support in the short-term.

1. Visual Arts is joining Design Technology faculty with one OAS Int assigned.
2. CBTC administrative support staff will participate in administrative support center concept.

Recommendation 16: Develop more information for analysis and evaluation of options for Optivation clerical support.

1. One administrative support staff member (Richard Lehmann) available to two remaining Optivation staff so administrative appears adequate. Mr. Lehmann would participate in Administrative Support Center concept implemented throughout University.

Recommendation 17: Identify additional part-time clerical support for the Nursing program to ensure backup, cross-training, and flexibility that supports growth.

1. Full-time Nursing OAS would participate in and be supported by Administrative Support Center(s).

Recommendation 18: Evaluate the best use of clerical support positions in CEL, in light of continued growth of online courses and support required for those and off-site courses.

1. Consult with Lynn Johnson, Dir of Distance Learning, regarding the utilization of Peggy, Angie, and Mary B (DeLITE and FasTrack program in Anoka). Distance Learning is also participating as part of group studying integrated enrollment services concept.

Recommendation 19: Evaluate the Honors Program clerical support position, located in Hagg-Sauer as a potential extension of the pool.

1. ½ time position serves Honors and CPD; make position seasonal
2. Position would participate in administrative support center concept

Recommendation 20: Redeploy one of the vacant positions in Career Services to provide services to other offices. in Sanford or another university location.

1. Position eliminated during recalibration in 2011 so no position to redeploy

Recommendation 21: Fill the Customer Services Specialist, Intermediate (CSS-I) in Admissions to support effective use of resources, including student workers.

1. Tamara Day filled the position on 6/27/2011

Recommendation 22: When appropriate, evaluate the ½ time data processing coordinator 2 (Admissions) to determine if the position should be seasonal.

1. Year around, half time position at present; seek recommendation from VP SDE and Director of Admissions regarding adjustable hours (hours worked based on available work as determined by Dir of Admissions and approved by VP SDE.

Recommendation 23: Fill the vacant position in Residential Life based on reconsideration of the classification.

1. Recently conducted MnSCU job audit showed the position is appropriately allocated to Customer Services Specialist, Intermediate. Search Advisory Committee (SAC) conducting interviews in July 2011.

Recommendation 24: Evaluate the accounts payable position classification in the Business Office.

1. VP Maki has determined that the position, if filled, will most likely be filled as an Account Clerk rather than as a CSS, Principal

Recommendation 25: Review switchboard clerical support after an assessment of customer service goals, use of student workers, and best use of the available technology.

1. VoIP may have alleviated part of this concern. Discussion between Director of Communications and Marketing and Director of Financial Aid to be scheduled to resolve any remaining issues prior to fall semester 2011.