

APPENDIX 0-1

Staff Reorganization: Process & Outcomes

MSE Staff Restructuring

Beginning in the Autumn quarter of 97, the roles of the technical staff were re-evaluated by a committee of faculty, staff and students. This committee was Chaired by Prof. Flinn. This committee completed its review in February of 1998 and submitted its recommendations (attached). They also developed new job descriptions for all the technical staff members (attached). These recommendations were implemented by the Summer of 1998.

Beginning in the summer of 1998, the administrative staff functions were examined. This was done by the staff in consultation with the Chair. The First meeting laid the foundation and principles for this. Notes from this meeting are attached. We got feedback from students, faculty and technical staff members. Best practices comparison were also collected from other departments. As a result of this, a plan was presented to the Dean in July of 1999 (attached). This plan was accepted and implemented in the next six months. One major outcome of this was the creation of a new position of Academic Counselor and the hiring for this position. The developed job description for the Academic Counselor is attached.

Notes from Staff Meeting, 7/23/98

Goal of this meeting: to gather information for the reorganization committee for the administrative staff.

Questions to Ponder

- What is the mission of the administrative staff?
- Who are our customers?
- Who are our suppliers?
- What tasks do we perform for each customer/supplier?
- Which tasks are part of a process? How many people are involved?
- If a process, how does the work flow back and forth (flow chart)?
Cause and Effect. Where are the problems? What is the cause of the problem? What are the effects?
- What are our primary tasks? In other words, what tasks take most of our time? Put down an estimate percentage.
- Do we have data on how long it takes to do a task? Should we get that data?
- How much does our customer care about this task/process? Do we know which tasks are priority to our customers? How do we know? We will survey the faculty and students. What kinds of questions should we ask?

Mission of Staff: To assist Department in education of students and to *assist the faculty of the* department in research efforts.

Customers:
Students
Faculty
General public (to a much lesser extent)


Service Providers:
Payroll
Grant and Contract Accounting
Grant and Contract Services
Purchasing
Travel
College of Engineering
Mailing Services

Stores
Accounts Payable
Gifts
Grad School
Grad Admissions
Admissions
Registrar
Student Accounts

Administrative Staff Restructuring Memo to Dean Denton

DATE: July 20, 1999

TO: Denice D. Denton, Dean
College of Engineering

FROM:	Raj Bordia, Chair	
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SUBJECT: Reorganization of Administrative Services Unit

In the Fall of 1996 you challenged departments to assess the way we do business in response to the ever-changing academic and research environment at the University of Washington. This challenge led us to initiate a plan to first institute changes in the technical support unit in the Department of Materials Science and Engineering and then turn our efforts to the administrative services unit. We began our internal assessment of the administrative office in the summer of 1998, keeping in mind the focus on student services highlighted in the department's vision statement. We began by reviewing our business in terms of our customer base for the academic and research programs in the Department of Materials Science and Engineering. The administrative staff worked together to make a list of services currently provided by the business office. The faculty and students were offered an opportunity to provide input and feedback to the list of services.

As a result of our review and analysis, it is clear that we need an Academic Counselor who will be able to direct student services in our department. In the past, most of the academic advising has been done by faculty. Currently, the Office Assistant III position provides support to this function. In order to meet the academic needs of our faculty and our students, we need to have an Academic Counselor who will be able to provide on a consistent and regular basis a high level of advice and counsel to our students and will be able to manage undergraduate and graduate activities in the department. A copy of the Academic Counselor job description is attached as Attachment A. This is a new position, for which we will recruit. We would like to submit a personnel request as early as the week of July 19th to have a new academic counselor here early Autumn Quarter.

The Office Assistant III position duties will be revised to include receptionist duties, support for proposal preparation, typing and data entry, receiving and checking in supplies, and maintenance of various departmental lists. This position may also continue to provide some clerical support for the Academic Counselor, such as filing, assembly and distribution of prospective student information. A copy of the revised job description is included as Attachment B. We currently have an incumbent in the Office Assistant III position. She has received a copy of the new job description and has been advised that it will remain an Office Assistant III classification and she will begin working under that job description as soon as the Academic Counselor has been hired. The incumbent has been providing Office Assistant III clerical support to the student services area; she has not been performing Academic Counselor work and the new job description modifies the support work that she will be providing to the student services area.

We have also determined that the Chair's position requires a full-time, higher-level assistant. The position most suitable is the Administrative Assistant A classification. This position will have a much higher level of responsibility than either the current Secretary Lead or the Program Assistant positions. The Administrative Assistant will be responsible for providing staff support to the Chair of Materials Science and Engineering. The position will represent the administrator in her absence, and will coordinate a variety of administrative functions including, but not limited to, management of Chair's Office, coordination of academic appointments in the department, alumni relations and development,

upkeep of the department web page, interfacing with college and university databases, upkeep of department brochures and publication of department newsletter. This position, supporting the chair's activities, provides a different kind of support than the Secretary Lead and the Program Assistant. The duties are much more extensive and require a higher degree of independence. A copy of the Administrative Assistant A's job description is included as Attachment C.

At the current time, we have a 50% Secretary Lead position who reports directly to the Chair of the Department. Because we have a need for the higher-level, full-time Administrative Assistant A position, we will no longer need the Secretary Lead position. Unfortunately, for business operations, this change must be made. Therefore, it is with regret that I must request that Ms. Patti Bellecy, who has been in our employ for eight years as the Secretary Lead, be laid off from her Secretary Lead position effective October 1, 1999. Ms. Bellecy's cyclical appointment is from September 1 through June 30, therefore she will return for one month in September to work on special projects unless she finds another job before September 1, 1999.

Effective July 12, 1999, Jay Montague, who currently holds the position of Program Assistant, will assume Ms. Bellecy's duties and the higher-level functions in the Administrative Assistant job, as well as continuing some of his current duties. After Mr. Montague has satisfactorily assumed the full responsibilities included in the Administrative Assistant A position description, we will submit a request for reclassification for him from Program Assistant to Administrative Assistant A.

The review revealed that Fiscal Specialist II is the correct position for the fiscal tasks required by the department. Jay Montague currently monitors a few WTC budgets, which will be added to the Fiscal Specialist II's duties. A copy of that job description is included as Attachment D.

The Administrator's job description will be modified after the transitions have taken place.

cc: M.A. Bill
J. Brouelette

Concurrence: Denice D. Denton

Technical Staff Restructuring Memo to the Chair

Date: February 5, 1998
TO: Rajendra Bordia, Acting Chair

FROM: Technical Staff Restructuring Committee
Brian Flinn, Guozhong Cao, Jane Lybecker, Tom Little

SUBJECT: Technical Staff Reorganization Final Summary

The Technical Staff Restructuring Committee has requested and received input from the MSE community (Faculty, Staff and Students) regarding current and projected technical support services needed by the department. Draft "job descriptions" were distributed to the community for comment on December 19, 1997. Limited response was received from the faculty (1) and the graduate students (1). Further input from the faculty was requested at the January 16, 1998 faculty meeting and individually by Brian Flinn. Input from the technical staff, written and verbal, was received and incorporated into the tasks as appropriate.

Based upon the above input the committee has updated the draft "job descriptions" distributed on Dec. 19, 1997. It became clear that an alternate division of tasks (Plan B) to the one submitted (plan A) would have some advantages as well as disadvantages. The committee did not have enough information on the future direction and fiscal resources of the department to make an informed decision as to which plan would best fit the department. Both plans are submitted as well as a table illustrating the perceived advantages and disadvantages of each. The major difference between Plan A and Plan B is in positions one and two. Position three is unchanged. Plan A has two equally skilled staff members, one covering undergraduate/TA needs and the other responsible for graduate and research needs. Plan B has one skilled and experienced staff and one less experienced staff operating under the lead of position one.

Several other issues not directly related to the job descriptions were raised from the input received. These include: 1) The need for a clear understanding department wide of what technical services are to be recharged and what is covered by the technical staff support line item included in proposal budgets. 2) The need for performance based job evaluations. 3) Clear definition of technical staff work priorities to the faculty, staff and students. 4) Training opportunities (including equipment expositions) are needed to keep the staff current. 5) All equipment and laboratories to be supported by the department must be assigned to specific personnel who are ultimately responsible for maintenance, training, etc.

The committee recommends that the reorganization proceed as quickly as possible. Current technical staff job descriptions and classifications are outdated and do not meet the needs of the department or reflect the duties currently being performed.

The committee would be glad to clarify or further discuss any concerns with you before disbanding.