

AQIP PROJECT TEAM #1 (STAFF)
Presentation to Steering Team
June 2006

1. Chronology of team's work
 - Team has met 18 times during the academic year
 - It set grounds rules and reviewed the charter
 - Conducted research for gaining insights from other institutions
 - Had Ocki Haas share EU policies on workload (FSLA regulations, overtime, comp-time, work-study, campus employment, travel, etc.)
 - Reviewed data provided by Ocki Haas regarding previous year's hours worked by department on non-salaried employees.
 - Explored workload measuring instruments and decided that developing them (because of the diversity in types of work being done) would be too complex to develop, administer and draw conclusions
 - Conducted and analyzed surveys (EU Staff and CCCU Schools)
 - Attempted to note trends or areas of concern
 - Attempted to establish the desired workload state
 - Attempted to establish the current workload situation to note the GAP and identify root causes
 - Formulated initiatives to tackle root causes
 - Submitted recommendations to the steering committee to gain approval of team's work and gain further instruction

2. Research
 - CCCU, CASE, AQIP
 - A/G Headquarters
 - Internet

3. Surveys
 - Christianity Today Best Places to Work
 - CCCU
 - EU Employee (attachments: staff survey; meeting notes 4/6)

4. Data/resources
 - Overtime, Comp-time, W/S, Campus Employment
 - AQIP Conversation Day

- Consultant Dr. Howard Altman
- US Department of Education
- APPA Maintenance Staffing Guidelines for Educational Facilities.

5. Observations

- Often employees are juggling many projects/tasks simultaneously, and because of the need to meet urgent deadlines, they feel like they just completed the task, but are not confident that it is their best work.
- Some times employees come to work sick or do not use vacation time because of the demands of the job.
- Some departments, because of specialization, do not or cannot work as a team, even when projects/tasks are viewed as departmental ones. This happens frequently in the academic departments when certain responsibilities are viewed as work done by staff personnel and not faculty. This also occurs in the trades where some types of work are distinguished from others.
- For hourly staff, the survey indicates that most are not working overtime. But, some employees have worked hours and have not reported them. This is done either because they do not want supervisors to feel that they are inefficient and/or supervisors do not allow overtime. Some employees feel that they cannot get all the work done in a normal 8 hour day. A higher number of salaried people are working 40+ hours per week.
- Some departments are always working to meet immediate deadlines and projects at hand. Employees feel overwhelmed because of the amount of tasks/projects that they are working on simultaneously. This causes frustration because they cannot be proactive in their work.

6. Recommendations

- The university should consider a formalized process to request additional staffing for both permanent and temporary positions. That process should include three elements: 1) Submission of a standardized form for requesting additional help; 2) Review and prioritization of the requests by a council whose recommendations will then be submitted to the Board of

Administration; and 3) Communication of the Board of Administration's decisions to all employees.

- A. The additional help request form should be broad enough to accommodate new staff, work study and campus employment requests. Information to be supplied could include: an explanation of the need, job description, budget, how adding the position will benefit the university, etc. Submission of the form is to be done in time for the process to run its course for approved new hires to be factored into the next budget year.
 - B. The review council should be comprised of seven members from the following work areas so that each has representation within a three year period: admissions, advancement, business & finance, custodial, departmental secretaries, financial aid, information technology, library services, maintenance (trades), records, security, and student development. The panel shall prioritize the requests in groups of five, not rating them as 1-5, but stating that these are in the first group of five, another batch in the second grouping of five, etc. The council should review in terms of institutional priorities all requests and conduct interviews with the filers with sufficient time to allow the Board of Administration to review the recommendations and make decisions for the next fiscal year.
 - C. The Board of Administration giving weight to the council's recommendations will communicate its decisions. A good time to do so would be at the all employee meeting in August.
- A vehicle for training of supervisors of staff employees should be implemented where managing workload, familiarization with government regulations with respect to workload, and review of university policies would be some of the topics taught.
 - It is recommended that an annual staff survey be conducted to gain insight as to the effectiveness of the team's recommendations and to get a pulse of employee thought on workload issues. It is additionally recommended that the Human Resources Office conduct the survey and compile the

data. Results of the surveys are to be given to the council for analysis and assessment with a report of the findings given to the AQIP Steering Committee.