

SRAP Targeted Action Group (TAG): Operations Staff

Project context and purpose:

The Non-Instructional (NI) SRAP Group deliberated on the SRAP reports and recommendations pertaining to a number of staffing and supervision issues. The Instructional SRAP Group also identified staffing, particularly related to Academic Administrative Assistants and Administrative Assistants, as an area that would benefit from review, and the NI-SRAP group identified a few areas where a strong case could be made for increased staffing as part of SRAP. The SRAP Steering Committee also identified the need for improved supervision in some cases, particularly where there are multiple or frequently changing supervisors, and the need for improved support of staff members.

TAG team members:

- Dan Dressen, Associate Provost, Professor of Music, Project Co-Manager
- Roberta Lembke, Chief Information Officer for Libraries and IT, Project Co-Manager
- Savannah James, Financial Systems Data Coordinator
- Cheri Coutermash, Employment Specialist
- Beckie Judge, Associate Dean of Social Sciences, Professor of Economics
- Gary Muir, Associate Professor of Psychology

Project objectives:

The purpose of exploring the FTE, organization, and distribution (or allocation) of staff is to

1. Improve efficiencies while maximizing the talents and expertise of current staff members.
2. Address equity and fairness, taking into consideration the distribution of tasks and conditions of work (hours, location, number of supervisors, development opportunities).
3. Ensure that programs/departments and their students, faculty and other staff colleagues are well-served in a timely, accurate, and professional manner.
4. Train and supervise staff members so that they can meet their professional responsibilities.
5. Recognize and celebrate the contributions of staff members.

Key project resources

- Relevant SRAP reports submitted to either of the review groups
- CUPA information
- Information about the distribution of certain kinds of staff, e.g. the distribution of AAA and AA resources across departments, programs and offices
- Information about annual reviews and knowledge of best practices for review and mentoring of staff members

Assumptions distinctive to this project: In addition to the assumptions guiding all TAG projects, this project assumes the following:

- Staff members often derive personal and professional fulfillment through their association with a department/program/office as well as with the college and its mission as a whole. We will remain cognizant of this fact.
- Department/program/office needs vary for some good reasons; however, clarification of some standard needs, and appropriate expectations for staff members will be sought.

- The TAG should propose alternative ways to meet the needs of programs/departments/offices if these will either improve performance and efficiency or if they will allow a reduction/reallocation of FTE for a similar and reasonable level of support.
- In considering the best use of staff and as well as supervision in very small offices, the TAG will take into consideration redundancy and will seek reporting lines that create synergies in regard to function, expertise, and/or equipment.

Intended project timeline:

- Report and recommendations submitted by Dec. 30, 2018