



Warren County School District

Functional Analysis Report

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Warren County School District

Organizational Analysis

December 2005

I. OVERVIEW

To objectively evaluate the current organization and develop a new organizational structure which will support ongoing needs as well as accomplish future objectives of the business. Current initiatives as well as strategic objectives will be discussed. Long-range objectives, developmental needs and accountability will also be addressed as we embark on transitioning the organization.

II. PURPOSE

To identify the current location of functions; to discuss task analysis and to reach agreement on the following:

- Identification and current location of the functions;
- Agreement and identification of gray areas (areas of overlap, redundancy and/or duplication of effort or lack of accountability).

A function is defined as *"a segment of the business necessary for the organization to achieve its business objectives."*

Typical functions are:

- | | | |
|--------------|-------------------------|----------------------|
| • Sales | • Human Resources | • Purchasing |
| • Marketing | • Information Systems | • Inventory |
| • Operations | • Public Relations | • Customer Service |
| • Finance | • Admin./Office Support | • Project Management |

The process by design is delivered to change the way the organization is structured – to a more effective structure with key management staff involved in identified areas of responsibility leading them to accountability. The process is also designed to enhance understanding of other areas of the business.

III. SCOPE

Provide a forum that utilizes the experience and expertise of Senior Managers coupled with external objectivity to develop options and recommendations for organizational redesign and/or restructuring.

IV. IMPLEMENTATION STEPS

- A. Review program objective, purpose, timetables, and implementation process with the Senior Management Team.
 - 1. Review business objectives.
 - 2. Review existing organization.
 - 3. Identify current location of functions.
 - 4. Identify GRAY areas (problem areas, areas of overlap, duplication of effort or redundancies and/or lack of accountability).
 - 5. Ask each participant to redesign the organization.
- B. Meet individually with each participant and review:
 - o Project requirements
 - o Expectations
 - o Current functional locations
 - o Recommendations
 - 1. Assist each participant to develop recommendations and/or changes.
 - 2. Each participant will prepare a final structure and options for review with group to:
 - o Insure business objectives are met.
 - o Combine similar functions where appropriate.
 - o Eliminate GRAY areas.
- C. Participants review, present and discuss their recommendations with the Senior Management Team.
- D. Superintendent/ Board of Directors review recommendations of the management group and then develop options for finalization.
- E. Superintendent/ Board of Directors review changes with Senior Staff.

V. WHERE DO WE GO FROM HERE

- 1. Finalize Organizational Structure
- 2. Develop Role Definitions

