



Warren County School District

Functional Analysis Recommendations

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Functional Analysis Recommendations

The following can be accomplished with relative ease:

- The Supervisor of Business Information Technology should continue to report to the Business Administrator.
- Current job titled "Supervisor of Business Information Technology" is actually payroll supervisor.
 - Tasks encompass payroll, FTE tracking and unemployment compensation. Title should reflect job responsibility, modify to "Payroll Supervisor" or something similar. This payroll person should continue to report to the Business Administrator.
- Student Membership
 - Currently reports to Business Administrator, should report to Director of Technology and Information Management (one hourly secretary affected).
- Transfer administration of telephones, landlines and cell phones to Director of Technology and Information Management.
- Strengthen Internal Auditing
 - Current Information Specialist work is comprised of Accounts Receivable, General Ledger, and Internal Audit; works half-time, 4 hours per day. Needs additional time to focus on internal audit, approximately 3 more hours per day. This position should continue to report to the Business Administrator.

The following items will require more thought and planning prior to execution:

- Purchasing and Student Transportation
 - The Warehouse Manager and Truck Driver should change reporting relationships to report to the Quality Assurance Supervisor (title should be more reflective of duties). This move would consolidate all of warehousing into Building and Grounds, which should increase effectiveness and efficiencies, and will also eliminate needless trips to outlying schools. Both Maintenance and Warehousing are currently scheduling trips without coordination.

- The Supervisor of Purchasing & Student Transportation could then move into the Administrative Office and manage the purchasing function as well as the two secretaries currently working with him.
- The Supervisor of Purchasing, Risk Management & EIT would remain in the Administrative Office and support the purchasing function as well as the two secretaries currently working in EIT Collections.
- Redesign reporting relationships for support functions (see “Typical Organizational Chart”).

The following items will require extensive discussion, communication and preparation prior to implementation. It is strongly recommended that information contained in this section should not be interpreted or construed as negative and, further, should not be discussed or acted upon without expertise in the art of communication and management development. It is further recommended that this information be shared on a timely/proactive basis and in a professional manner with those individuals who currently have responsibility for those functions or who could be affected based on implementation plans. This will enhance an understanding of these recommendations being presented as opportunities for development.

Redefine the Human Resource Function

- Human Resources, as it exists today, is 100% reactive and 0% proactive. There are no proactive initiatives that affect the human capital within the organization. The following are initiatives that should be implemented:

- **New Performance Management Process**

Not a new performance evaluation form, but a process by which supervisors and managers are taught to continually raise the bar as opposed to completing a piece of paper at the end of any given year.

Implement a Performance Management Process:

- Review and update current Job Descriptions to ensure tasks and responsibilities clearly reflect job requirements (this is the appropriate time to modify job titles.)
- Establish goals with each employee. Goals must be directed at increasing effectiveness of incumbent based on job responsibilities.
- Overall performance is then measured based on goal attainment or lack thereof.

Daily performance and work habits should be dealt with on an ongoing and as needed basis. Supervisors must be trained and coached in their new leadership role. Therefore, managers/supervisory training is recommended.

This process, if implemented, effectively will resolve the following problem areas addressed in this report:

- Job titles, in most cases, do not accurately reflect the work being done
 - There is no method to measure workflow or output
 - There are no current initiatives to identify and/or resolve any issues created by job titles and/or job duties
 - There are limited communications regarding performance expectations
- **Institute ongoing organizational analysis for all segments of the business with objective feedback and recommendations regarding anticipated or unanticipated staffing or organizational changes.**
- **Provide Supervisory Training and Development.**
This initiative clearly ties in to the Performance Management initiative and gives supervisors and managers the tools necessary to appropriately manage employees and understand and implement continuous improvement process.

On Page 19 of the Needs Assessment Organizational Review report there are specific references to improving the level of efficiencies identified in Phase I. Again, all of those items seem to fall back on the Human Resources and management of the people side of the business.

There are three levels of Human Resource support:

Level I, which is totally reactive and deals with employee records, personnel files and benefits administration.

Level II is “floor support”. Typically, Level II support is defined as providing the necessary support to supervisors and managers to increase the efficiencies of employees within their areas of responsibilities. The support is typically in attracting and retaining quality candidates, dealing with employee issues i.e., performance or work habits and assisting the managers in the performance evaluation process.

Level III is 100% proactive and is focused on:

- What will be the Human Resource needs of the organization in the future?
- How will we attract and retain quality people?
- How will we continue to raise the bar regarding performance standards (continuous improvement)?
- What is our plan to deploy human capital within our organization as we move forward?

Level I work is apparently being accomplished.

Level II support is spotty at best. It appears that we don't have the time or expertise to provide guidance and counsel. We just “react to things to get them done”.

Level III is totally absent.

It is important to note that the incumbent Executive Director of Support Services has not been trained, developed or schooled in Human Resource processes or programs. This coupled with the reactive work environment are the primary reasons why no proactivity is occurring in the Human Resources arena.

Change is necessary in any organization. Typically, it is assumed that Human Resources is the change agent. This change agent must clearly maintain objectivity in job evaluation and overseeing performance management. They are, in effect, charged with insuring that job duties and employees at all levels are effective, efficient and well managed. Unfortunately, this is absent in the current environment.

Conduct In-depth Analysis in the Building and Grounds Area

- I have eluded in my report to reporting relationships. The current reporting relationship in Building & Grounds to the Executive Director of Support Services is inappropriate.
- Change the titles of the Quality Assurance Supervisor. The title has nothing to do with the job.
- Review job responsibilities between the Director of Building & Grounds and the Quality Assurance Supervisor. I believe one position could be eliminated. More time is necessary to insure nothing "falls through the cracks" and/or determine which individual is more valuable to the organization or if one can be redeployed.
- I believe you can eliminate at least one Secretary in that area. Again, more specific task analysis is required.

Eliminate Receptionist/Front Desk

Eliminate Tax Supervisor

Again, please remember we are dealing with very sensitive and perhaps potentially legal issues when we start discussing or considering elimination of jobs. This process must:

- Be well planned.
- Be reviewed for legal compliance.
- Be implemented professionally and be communicated throughout the organization appropriately.