

ORGANIZATIONAL REDESIGN

*Realigning the structure to
improve performance,
efficiency, and effectiveness*

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LEARNING OUTCOMES

Understand

Understand the concept of Organizational Design through Cornell's framework of Discover, Design, and Implement.

Leverage

Leverage the buckets of work exercise to inform how you realign positions and redistribute work to meet organizational objectives.

Realize

Realize the value of a solid communications plan to reduce anxiety and create a transparent process.

Learn

Learn ways to involve employees to create a more fulfilling and engaging work environment.

Establish

Establish clear roles and responsibilities to increase accountability and drive results.

Organizational Design Framework

Discover

Understand the Mission,
Vision and Priorities

Communicate

Understand the work and
how it's accomplished



Design

Assess feedback and
develop recommendations

Communicate

Vet recommendations with key
stakeholders;
Determine organizational structure



Implement

Roll out new
Organizational Structure

Communicate

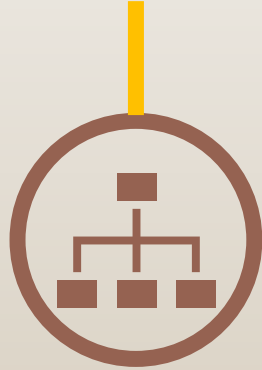
Engage and Evaluate

PROCESS STEPS

Focus Groups and
Individual
meetings



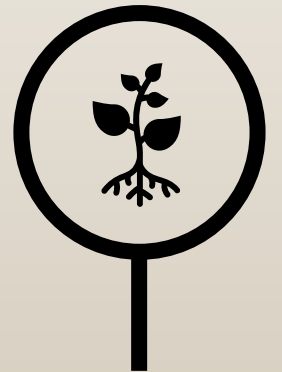
Preliminary
Org. Structure
Recommendation



Evaluate roles and
responsibilities



Share new
structure and
rollout plan



Buckets of Work
Sessions



Socialize and gather
organizational
structure feedback



Finalize structure and
develop the
communications strategy



Incorporate new
structure and
recalibrate staff



DISCOVERY PHASE





DEVELOP YOUR LEADERSHIP TEAM

- College/Unit Human Resources
- Department Leadership
 - Academic Leader
 - Administrative Leader
- Know your client

INITIAL CONSULTATION

Understand the Mission,
Vision, and Priorities of
the organization

What do they hope to
achieve through an
organizational redesign?

What are the challenges
of the existing structure
(People, Processes)?

Who are the key
stakeholders?

Who are allies or
resistors of potential
change?

Establish a plan and
timeline

CONVERSATION QUESTIONS

Focus Groups

What works well in the _____ roles?

What work are they doing that may/should be accomplished in other roles?

What do you see as the most challenging aspects of their roles?

What additional resources and/or support do you feel is needed for them to be effective in their roles?

What are the differences levels of support needed for different student populations?

Individual Sessions

What does a regular day of work look like to you?

What do you like most/least about your current role?

What do you want to do more of in your role?

What motivates you to perform well?

What are your career aspirations?

What do you like most about managing others if you are a supervisor?

If you are interested in managing others, what would you like most about being a supervisor?

If you could change three things about working in _____, what would you change?

Do you feel informed and involved in your team?

Financial Transactions and Review and Reporting 45%	Financial 30%
Process/approve transactions including I Want Docs, error corrections, fund transfers, new account/edit account requests, internal billings, and distribution of income/expense edocs in accordance with cluster, BSC, and university procedures.	Monitor section operating budgets, including block grants for operations and instruction.
Work closely with SRFS, Sponsored Financial Services (SFS), and Division of Financial Affairs to oversee proper use of all funds: grant, unrestricted, college, gift, and endowment.	Review transactions for reasonableness on sponsored accounts for audit control. Provide reports to faculty.
Initiate cost allocations in Workday.	Investigate and identify problems/trends on accounts within the section. Provide reports to chair and ADFB.
Work with ADFB to ensure that internal financial controls are established, maintained, and monitored.	Respond to faculty requests related to their individual account balances, providing information and recommendations for appropriate usage.
Oversee facilities and equipment billings and process appropriate distributions of expenses to appropriate accounts.	Monitor recharge/service centers for accuracy and irregularities, escalating issues to ADFB. Oversee cash handling for external sales.
Meet regularly with AFDB and liaison with BSC Team to define the most efficient and streamlined processes.	Monitor all section accounts including; gifts, endowments, and general department funds no less than quarterly. Review for accuracy and reasonableness of charges.
Oversee account attribute management; initiate or approve account set up or closing.	Provide direction and guidance to the FRS for any required corrections or transfer necessary.
Review transactions for reasonableness, allocability, and allowability; reconcile high-risk accounts at a minimum monthly and no less than every other month. Review low-risk accounts no less than every other month.	Ensure cooperative and collegial partnership with BSC.
Create and prepare financial statements and reports as needed using KFS and Web Financials.	Monitor Kuali Financial System (KFS) including providing updates, identifying local security needs for faculty and staff. Review and approve internal billings for any section charges. Update KFS notes to provide up-to date and accurate information for BSC staff. Assist with support and training for KFS for faculty and new staff requiring access to this tool.
Analyze trends and monitor and verify all accounts.	Monitor faculty and staff salaries on core and non-core funds.
Regularly review effort allocation and account distribution with SFRS and ADFB.	Manage section insurances for liability and all-risk insurance, escalating irregularities to ADFB.
Generate regular monitoring and proactive decision support reports and in conjunction with SFRS, ensure appropriate	Research Administration 50%

BUCKETS OF WORK

- Review the position descriptions of each individual team member.
- Update as necessary to reflect current expectations
 - What's missing, what needs to change etc.
- Talk with the team to determine what work can shift to create efficiencies or effectiveness.
- Develop recommendations to meet new organizational needs.

COMMUNICATION OF DISCOVERY

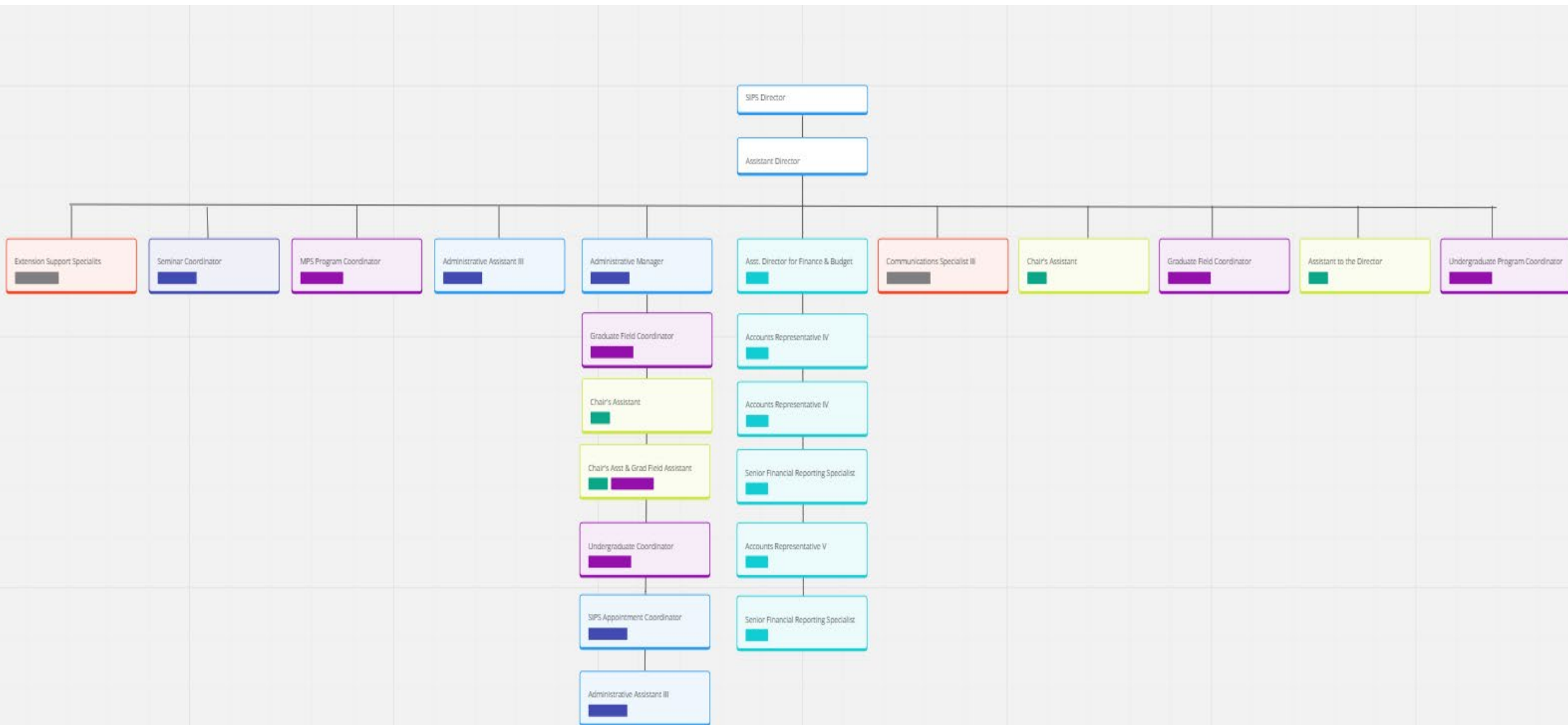
- Aggregate information gathered from focus groups and non-individualized questions
- Share themes with leadership and team members
- Create employee engagement profiles from individual conversations and share them with leadership
- Discuss with Human Resources any concerns/challenges with current position descriptions
 - Outdated, inaccurate, incorrect compensation band





STRUCTURE DESIGN PHASE

ORIGINAL STRUCTURE



RECOMMENDATIONS



Sr. Administrative Manager

Revise reporting structure to align similar roles and responsibilities



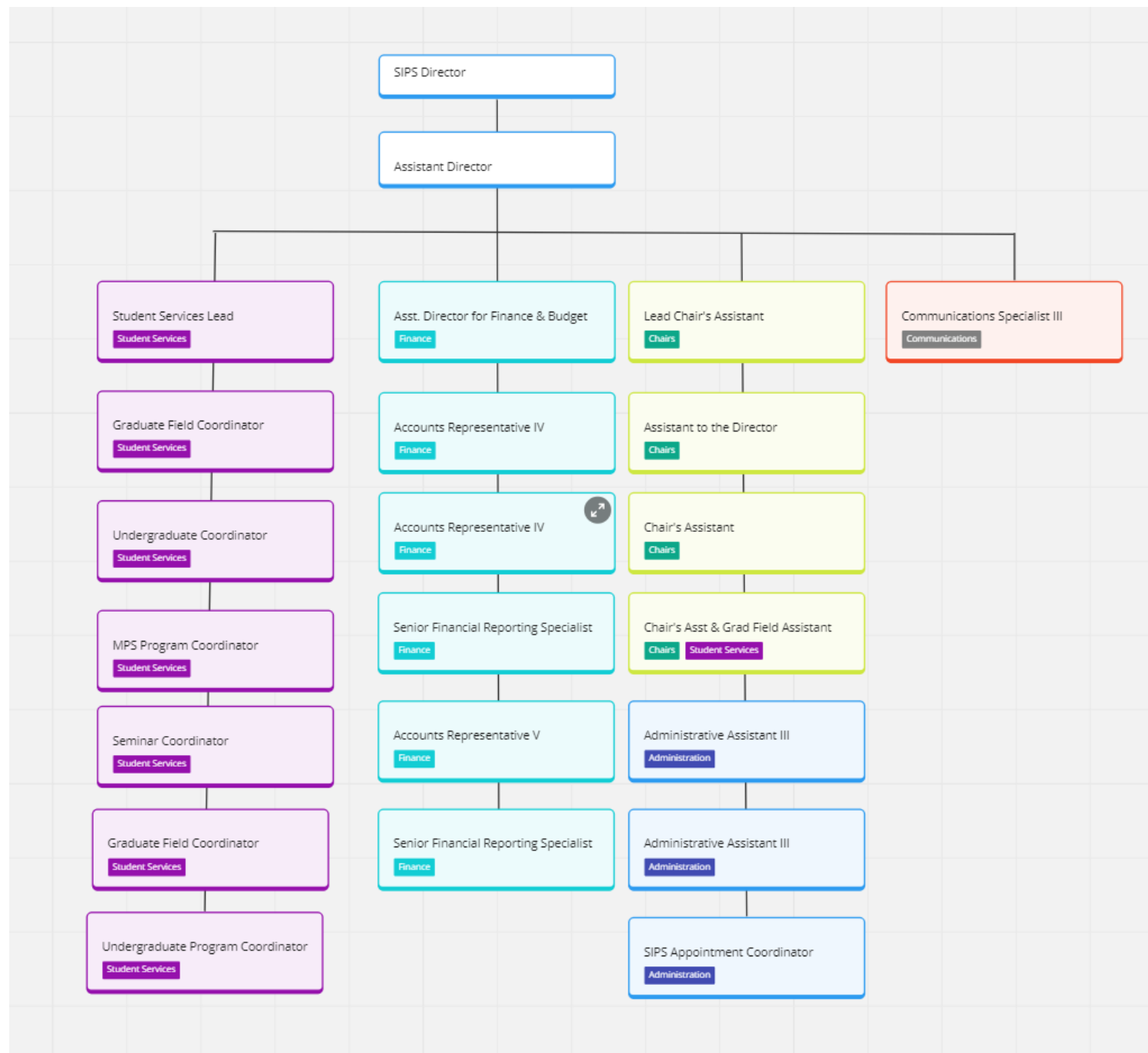
Student Services

VALIDATE RECOMMENDATION



Vet

REVISED STRUCTURE



COMMUNICATE STRUCTURE

Individuals who will have a direct negative impact from the change

- Position downgrade, layoff

NEXT STEPS



QUESTIONS