



## Districtwide Staffing Study Summary

### PILOT DOMAINS:

- **Business Services**
  - Budget
  - General Accounting
  - Student Accounting
  - Timekeeping
- **Student Services**
  - Admissions
  - Registration
  - Residency Determination
  - Student Evaluations
  - Records Processing
  - Assessments



# Overview

- District has experienced hiring freezes over the past two-three years due to budget constraints.
- There is a lack of metrics by which to measure workload.
- Chancellor has concerns:
  - Is there a consistent staffing pattern for “like and kind” functions?
  - Are some functions overstaffed while others are understaffed?
- Pilot Project established in December 2004 to develop workload measures process and staffing model for each pilot area.

<b>PILOT AREAS</b>	
<b>STUDENT SERVICES <u>Intake Components</u></b>	<b>BUSINESS SERVICES <u>Finance Components</u></b>
<ul style="list-style-type: none"><li>• Admissions</li><li>• Registration</li><li>• Residency Determination</li><li>• Evaluations</li><li>• Records Processing</li><li>• Assessment</li></ul>	<ul style="list-style-type: none"><li>• Student Accounting</li><li>• General Accounting</li><li>• Budget</li><li>• Timekeeping</li></ul>
<b>Positions included the front-line supervisors and associated contract employees.</b>	



# Overview

## Project Structure

Chancellor's Cabinet  
Augmented by Classified  
Senates:

- Desire VanSaanen (City)
- Joyce Skaryak (Mesa)
- Terrie Hubbard (Miramar)
- Pat Fernandez (Continuing Education)

**Steering Committee**

**Project Facilitators**

Hay Group:

- Neville Kenning (Project Manager)
- Russ Flint

SDCCD Staff:

- Wayne Murphy (Project Sponsor)
- Cheryl Witt
- Sylvia Swenson

**Student Services Pilot**

- Design Team:
  - Lynn Neault (District)
  - Rich Rose (Mesa)
  - Bob Garber (Miramar)
  - Larry Brown (City)
- Data Collection Lead:
  - All processes - Lynn Neault
- Subject Matter Experts

**Business Services Pilot**

- Design Team:
  - Charles Rogers (District)
  - Jim Smith (CE)
  - Terry Davis (Mesa)
  - Peggy Manges (Miramar)
  - Carol Dexheimer (City)
- Data Collection Leads:
  - Budget – Terry Davis
  - General Accounting – Charles Rogers
  - Student Accounting – Carol Dexheimer
  - Timekeeping – Peggy Manges
- Subject Matter Experts



# Pilot Process/Tools

Communications					
<b>Phase</b>	Obtain Steering Committee guidance	Identify processes, workload drivers, and SMEs	Develop time and frequency factors	Review findings	Present findings to Steering Committee
<b>Who</b>	Steering Committee & Facilitators	Design Team & Facilitators	Subject Matter Experts & Facilitators	Design Teams and Facilitators	Steering Committee & Facilitators
<b>Activities</b>	<ul style="list-style-type: none"> <li>Obtain commitment from Chancellor's Cabinet:               <ul style="list-style-type: none"> <li>✓ Verify project requirements</li> <li>✓ Obtain resource commitments</li> </ul> </li> <li>Communicate project objectives and goals</li> </ul>	<ul style="list-style-type: none"> <li>Present project overview</li> <li>Document scope of the processes</li> <li>Map positions to processes</li> <li>Identify Subject Matter Expert resources</li> </ul>	<ul style="list-style-type: none"> <li>Present project overview</li> <li>Validate workload driver lists</li> <li>Document workload driver times and frequencies</li> </ul>	<ul style="list-style-type: none"> <li>Collect completed worksheets               <ul style="list-style-type: none"> <li>✓ Positions to processes</li> <li>✓ Time and frequencies</li> <li>✓ Quick-look summary</li> </ul> </li> <li>Analyze data</li> <li>Conduct reviews</li> <li>Document staffing formula</li> <li>Prepare presentation material</li> </ul>	<ul style="list-style-type: none"> <li>Review pilot outcomes</li> <li>Communicate outcomes</li> <li>Determine next steps</li> </ul>
<b>Status</b>	Completed Dec 7, 2004	Completed Jan-Feb 2005	Completed Feb 28 – Mar 28, 2005	Completed April 7 – May 13, 2005	June 7, 2005



# Pilot Outcomes

## Business Services

Site***	Number of Registered Students	Proposed FTE Standard*	Current Staff FTE*	Increase /Decrease
	65,000	19.0		
Mesa	60,000	18.0	17.75	0.25
	55,000	17.0		
	50,000	16.0		
	45,000	15.0		
CE**	40,000	14.0	14.78	-0.78
City	35,000	13.0	11.9	1.10
	30,000	12.0		
Miramar	25,000	11.0	9.6	1.40
	20,000	10.0		

Notes:

\* 1.0 FTE should be added to the Proposes and Current Staffing FTE to include secretarial/administrative support position for the Directors of Administrative Services.

\*\* CE Productivity Adjustment Factor ( $.293 \times 145,159 = 42,531$  annual enrollment).

\*\*\* District Accounting workload drivers account for an additional 11 FTE (rounded). District Accounting workload was not linked to the above registration-based staffing formula.



# Pilot Outcomes

## Student Services

Site	Number of Registered Students	Proposed FTE Standard*	Current Staff FTE**	Increase /Decrease
	66,650	25		
	64,000	24		
Mesa	61,350	23	20.70	2.30
	58,700	22		
	56,050	21		
	53,400	20		
	50,750	19		
	48,100	18		
	45,450	17		
District***	42,800	16	14.20	1.80
	40,150	15		
City	37,500	14	13.91	0.09
	34,850	13		
	32,200	12		
	29,550	11		
Miramar	26,900	10	9.77	0.23
	24,250	9		
	21,600	8		

**Notes:**

\* FTE incremental increase based on a change of 2650 student registrations.

\*\* Current staff based on Position to Process allocations for contract positions as of May 2005.

\*\*\* District allocations based on 1/3 of the total registered students per year.



# Pilot Summary

- During the pilot we refined the analytical approach:

Initially	Detailed workload driver lists and multiple measures
Final	Single high-level measure for combined processes

- The preceding charts provide a basis for sound and defensible staffing decisions for the two pilot areas:
  - Tied to high-level common measure (registrations)
  - Easy to identify the impact on staffing for the pilot functions as the number of registrations change
  - Insures an equitable distribution of resources across campus locations
  - Design Team members have agreed to the pilot resource allocation approach
- High-level measures approach eliminates the:
  - Need to develop process/workload driver lists
  - Need for extensive SME involvement
  - Compulsion to account for every output. For example:
    - researching number of accounts,
    - number of financial reports, and
    - student types (International Students, Special Programs Student workload), etc.



# Moving Forward

## Principles for Post Pilot Implementation

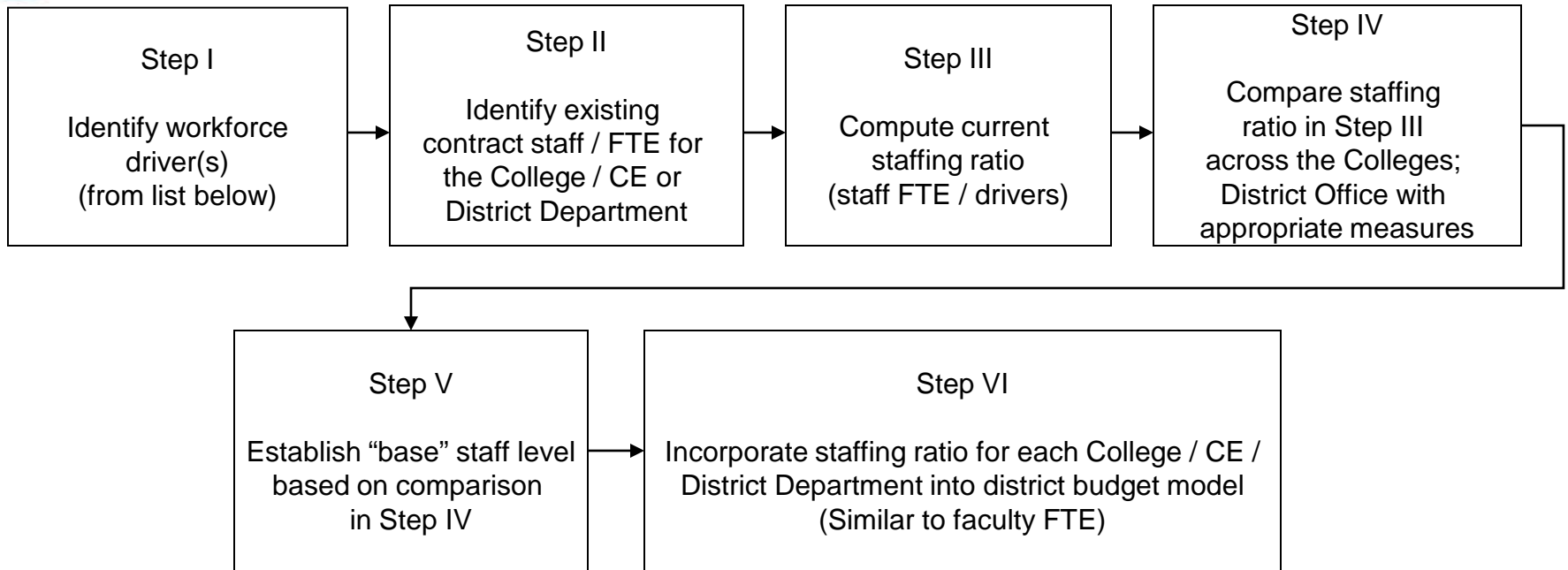
- Adapt high-level measures approach
- Use measures that are available from historical databases
- Continue to communicate the outcomes
- Use common process to develop staffing models based on Option I or II strategies





# Moving Forward

## College / CE / District Office Staffing Level Analysis



### Master list of core Workforce Driver(s) / Measure(s):

- Number of students (registrants)
- Number of employees
- Square footage / size
- Hours of operation / minimum staffing level requirement
- Number of courses / sections

### Note:

Results which indicate the need for additional positions will require documentation that verifies how the work has been getting done. (i.e. use of hourly employees, overtime, etc.)



# Discussion?