

IOWA STATE UNIVERSITY

Professional and Scientific Council

Council Motion: Improved Service Delivery Recommendation on behalf of Professional and Scientific Council

Submitted by: Executive Committee

Date: October 31, 2018

Whereas: Professional and Scientific Council is the representative body for Professional and Scientific Employees in the shared governance structure at Iowa State University.

Whereas: Council values shared governance and believes the intent of shared governance is to provide a voice to all members of the university community in order to create effective policies and procedures, establish a successful university climate, and unite our community.

Whereas: Council was not included on the Institutional Effectiveness Leadership Team (IELT) and was not given time to provide meaningful input in the development or vetting stages of potential Improved Service Delivery (ISD) Models.

Whereas: The Council President was invited to the Super Group where she provided employee perspectives and shared employee concerns during the four Super Group meetings.

Whereas: The proposed ISD models directly impact the careers, pay, and classification of Professional and Scientific Employees.

Whereas: Council hosted an open forum and collected feedback from employees to inform this motion (the feedback, comments, and questions received from employees via email are attached to this motion).

Whereas: The feedback provided to Council indicates that Professional and Scientific Employees are lacking the details and clarity necessary to understand and support the implementation of ISD at this time.

It is moved: That Council cannot support ISD as currently proposed.

It is moved: That Council commits, in the spirit of shared governance, to engaging in revising and developing additional details to clarify the models.

It is moved: That Council recommends President Wintersteen delay a decision on the proposed ISD models until the details and clarity necessary for employees to understand and support the implementation of ISD are provided to the university community.

IOWA STATE UNIVERSITY

Professional and Scientific Council

Distribution: Wendy Wintersteen, University President
Beate Schmittmann, Dean, College of Liberal Arts and Sciences, IELT
Sarah Nusser, Vice President for Research, IELT
John Lawrence, Vice President for Extension and Outreach, IELT
Jonathan Wickert, Senior Vice President and Provost, IELT
Martino Harmon, Senior Vice President for Student Affairs, IELT
Pam Cain, Interim Vice President for University Services and Chief Financial Officer, IELT
Kristi Darr, Interim Vice President for University Human Resources, IELT
Peter Martin, President, Faculty Senate
Norin Yasin Chaudhry, President, Graduate Professional Student Senate
Julian Neely, President, Student Government

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email

I have been with the University for **many years** and my experience with large software packages like Workday is that the company oversells and the product under performs. What guarantees are the company providing, and what support and for how long will they offer it, to meet our expectations for the software? What happens if in the end they cannot fulfill all their promises and we do not end up with the functionality they said we would have?

From what I heard, department/program support staff will likely experience some job-related transition as a result of ISD implementation. What I hope is that staff members will continue to have meaningful, comparable employment here at ISU. Also, I hope programs/departments continue to have access to robust support.

Right now, our admin has a broad spectrum of responsibilities for our 2 co-located departments, including HR, finance/budget, and department-specific administrative items. It sounds like ISD will allow each staff member to play only one role (HR or finance) in the new order. Maybe this transition will be easier than it sounds, but here are my hopes:

- Our department will not lose administrative support (our office manager will continue to physically work in our department). As job descriptions may change, I hope programs/departments will still have administrative staffers who know the program and can provide support services in-house.
- ISU leadership will carefully review the either-HR-or-finance forced split. I don't understand the ins and outs of the system, but my previous employer had a few experts in each division, then cross-trained within departments. It was great to have one person in-house who could truly help. I hope there are good reasons to require specialization, if necessary.

I know any transition requires work, but when the dust settles I hope the new ISD system will truly be more efficient, effective, and better at meeting ISU individual and organization needs than the current system. Specifically, I expect that we will only have procedures (aka red tape or bureaucracy) for good reasons. For example, I hate to imagine spending a lot of time emailing/calling a help desk to process travel reimbursement, instead of briefly talking with a colleague and then getting back to our other work.

It sounds like considerable work-related changes may be on the horizon for administrative support professionals. I hope P&S, and ISU in general, provides clear, honest information and otherwise demonstrates care for these colleagues, individually and collectively.

How much of a voice will administrative support staff (admins) have in changes affecting their positions?

It sounds like people won't be losing jobs, but change is likely. Is this true? Does ISU expect to downsize **any** admin jobs in the process? If so, how many?

Will there be a process for admins to provide input (proactive) and feedback (reactive) related to potential changes in their job duties/assignments?

Will there be a process for supervisors/programs/departments to provide input (proactive) and feedback (reactive) related to potential changes in admin job duties/assignments/locations?

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

How much notice will admins receive before their job duties change?

How will the larger ISD system, once big picture changes are more clear, be communicated to the ISU community?

What processes has ISU completed to ensure that splitting HR from finance work in the ISD will be a good decision? What related information can be shared with us?

What metrics will be used to evaluate the ISD after it has been implemented?

I appreciate the opportunity to attend one of the improved service model sessions. After participating and listening to the questions and answers, I felt the whole room was in a state of shock and anxiety. This is not a very efficient or fruitful way to start us all thinking centralized services.

For each position as described in the presentation, I would like to see job descriptions. The dotted and solid lines mean nothing if there is no understanding about all the position's responsibilities. The chart also does not define the Administrative tasks, the presentation says that there will be administrative tasks but that is not defined clearly either. Currently, I work for 3 Department Chairs; and, frankly do not see any one of the chairs picking up the administrative tasks that I perform for them or another faculty member.

I am willing to work towards the University's goal. However, without excellent communication between the higher administration that developed this plan and those of us who actually are going to work the plan, it will be a long apprehensive road.

What does a collaborative and supportive process look like?
When will "units" be defined?

How will units with complex grants and unique requirements be served by grants staff who are not working as closely with those awards and PIs? What about complicated cost share situations? When will units that do not function like traditional academic departments know what options they have to implement this system in a way that meets their needs?

Will the recruitment function be centralized?

Can you share some of the feedback (both positive and negative) you received from other colleges that are currently following this model.

How are you going to have all these conversations by before July 2019?

How does the information get to the finance specialist to process?

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

How are staff will already more-than-full workloads expected to participate in the transition and training activities while still meeting deadlines?

I think this is a bad plan and will create silos and take away employees personal attention, respect and care of their job and impossible one-on-one service for faculty, staff, students, departments and colleges.

I think the proposed changes for departments to have HR Partners who will work directly with UHR (senior partners) are excellent!! Right now, our structure is not efficient at all, being set up in a way that everything goes though the HR Team within *University Unit*. The wait time for New Positions to be reviewed, replacement positions to get posted, Hiring Proposals to be approved, and get HR questions answered is often much too long. I have tried many different ways to try and get things handled more quickly/efficiently, but have not made much progress. The result is that our work sites have open positions and needs unfulfilled longer than they need to be.

The “town hall” was interesting. Too many unknowns and the “org chart” seems incredibly top heavy. Do we really need a “Finance Manager”? One more level to report to. Not streamlining.

I sensed a lot of unhappiness with the single role model of specialists. Smaller departments and Extension units will be sucked up. Where is the role of the Dept. chair, Director, Managers, in this whole thing? Do the directors of units such as mine not have any say in all this?

Maybe the people in the trenches should have been on the team for development of the model. Might end up much more efficient than this.

While I know change is most often a good thing, it can also create fear (of the unknown) and much added stress to an already stressful work environment. With all of these changes (WorkDay, IDS) coming at once and with a very short implementation plan, this is extremely stressful.

IDS cannot be a “Take a number” situation. We respond daily to requests that need same day/immediate responses. We need to ensure that we are able to maintain our current level of customer service/turn around time to our clients. One example is, ordering of supplies is performed by 1 full-time FTE and it’s not uncommon to have rush orders for items needed the next day, etc. We need to maintain this capability in our unit or our ability to conduct our daily business will be impaired. It seems to me IDS will require significantly more communication between functional units across campus which means to me it will take longer to get things done.

Currently I perform HR functions and also initiate many EPA’s for new hires, to change funding, resignations and vacation payouts, etc. Having to now request that someone else do those for me when the information is right at my fingertips seems like a huge waste of time.

IDS, as I understand it, will impact my position tremendously and not in a good way. I’ve worked for the same department at ISU for 29 years doing a job I love. I have a wonderful supervisor that I respect and enjoy working for. My understanding is that I will now have to choose which “bucket” I’m most

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

interested in being put into as my position, as it exists today, will be split apart with duties being redirected to other functional units leaving me with very little left of the duties I have been performing for the last 10 years. I am not at all interested in doing one thing day in and day out. It's not the job I applied for nor was hired to do. I also do not wish to change supervisors. There is nothing about what has been described to me that I am excited about. It will be a very sad day for me if I will be forced to look for other employment.

Thank you for your thoughtful work and presentations, including the Town Hall Meetings. I appreciate how you have listened and acknowledged and incorporated feedback to address concerns and to more clearly articulate the changes

I think the financial model you presented will increase consistency of and improvement of service delivery. In addition to working with each individual affected by the change during the transition, key to the implementation and continued success of the model will be employee training, follow-up, and an ongoing community of peers provided for financial specialists. I think the new model, while stressful for employees now affected by the changes, will help new employees understand what is expected of them. It will also decrease the amount of time it takes new employees to be effective and efficient.

What will happen with positions that now mix financial and academic responsibilities? I currently handle the financial responsibilities for the *a* Program and all of the academic chores: textbook ordering, Course Offerings each semester, Class Climate evaluations, all of the administrative support services, Space Survey, Equipment Survey and on and on.

I understand that the financial responsibilities will be taken over by financial specialists – but what about everything else, and what happens with my position?

Are they suggesting that this model would have to be adopted by external units such as the Alumni Association or the Foundation as well?

Not covered yesterday was how are these employees going to be paid? At the college level?

What will the department “Admin” person be doing? All the stuff no one else wants to do?

The department model is helpful in that staff members – i.e. HR, Fiscal, and Grant Coordinators – can talk amongst themselves and sometime discover they are all working on a singular issue that a faculty member has approached them about all separately. At that point they can work together. If we are in “silos”, that overlap might not be discovered and inefficiencies persist.

Without answers to what I would consider basic questions people are left to speculate on their own which rarely turns out well.

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

Not enough information is being put out at this time to make an educated judgement about the proposed ISD model. I think because of this, unnecessary anxiety is being felt by some and I have heard increased discussions about some considering leaving the university altogether.

What happens if you opt out of being a specialist or if too many people want to be the same type of specialist within a unit?

What about pay?!?! Will all specialists have the same range of pay or will an expense specialist be on a higher pay track than a grants specialist.

What duties will be included in the functional specialists position descriptions? What about items such as equipment management, FFS, Space surveys, and other non-routine accounting functions. Who will complete these duties? A financial specialist or someone in the Unit Fiscal Officer/Admin Support roll?

What will happen to dually administered departments if the controlling units do not have the same group of specialists?

I know it was expressed numerous times that minimal disruption is desired and that the university as a whole would not go to a “bull pen” environment but it was not indicated if UNITS on their own would create specialist hub centers or have individuals spread throughout departments as it is now.

We need to have honest conversations about this change. We need to show people that overall this will be a good change but that there will most likely be some bumps in the road and there might be a few drawbacks from how we are doing things current. We can't just promise people that this is a good thing and expect blind acceptance.

Thank you for the presentations over the last couple of weeks. It helps us finally to begin to understand the direction with which we are going in relationship to Workday. The most significant concern that I have is the presentation is focused on a concept / model but doesn't have enough definition for those of us at the Implementation / Input level to fully understand how we personally and professionally can be placed in the organizational structure. I find it difficult to comprehend at this stage of development that further definition is unavailable for “Units” and specific roles / descriptions. This is a critical component for those in the audience to gauge their level of confidence in ensuring that the model can / will work. We truly need more communication on those concepts in order to fully validate the effectiveness of the model.

The presentations have asked us to begin to have dialogue with management regarding our roles both today and tomorrow without any cognizant link to how the process should be handled. We are left to our own interpretations on how best to navigate this process and unsure who should be directly contacted to insure alignment. Any clarity that you can provide to the Dean's / Chair's in this process will certainly help all of us engage in value added discussions with staff.

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

As shared in the open forums, there are many people who perform work in multiple areas (finance, HR, others) and truly enjoy it. Now they have to pick only one area. How is that meeting your goal of improving the employee experience?

It seems like you are wanting to “dumb down” staff by only giving them access to one perspective and not letting them see the access to more information. There are numerous time by having access to other information out of your scope you catch things that are not correct or impact things you are working on.

I’ve heard many people who are preparing their resumes and will start looking for other work before they are being told what their job will be. Are you ready and prepared for the ISU brain drain? Or is that part of the plan to reduce the workforce without layoffs?

The goals seem very weak as a reason to implement this model.

If one of the goals in developing improved service delivery is to improve the employee experience, how will the employee experience be measured that so you can tell that you’ve met that goal.

Please share what services aren’t being met. Maybe part of the problem is that ISU hasn’t offered training for over a couple years because “Workday is coming.”

Do you have plans on how to reduce boredom for employees when they can only focus on 1 area, especially those entering transactions.

Customer service could decrease when employees will only be involved in one area of information instead being able to help with multiple questions in multiple areas.

The information presented in so high level that it has created more anxiety for employees. It would have helped to be able to identify how a “unit” is defined.

If employees are going to be evaluated on the Workday metrics, how will that increase customer services, when they may not want to take time to answer questions and decrease their transaction rate.

What is the role of the departments? It doesn’t seem like they are being included or valued. How many departmental-level people were involved in the planning committees?

Faculty aren’t going to want to initiate the transactions and that seems to be expected, nor do you want them to enter the information if you want accuracy. They have many other more important responsibilities and shouldn’t have to worry about the transaction level.

If the new systems and processes are anything like the new travel system, it will cost a lot more in people time and be more frustrating instead of just having Travel and Transport provide excellent customer service and take care of everything.

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

If the new ISD is anything like the change in the College of Engineering Communications, the service level will be a lot worse and a lot of things won't get done.

I am a program coordinator, which translates to communications manager for a department as facilities coordinator for a building. I notice that roles in HR and accounting are greatly affected by this change, however, for those of us that don't focus on those areas, how will we be affected? Specifically, how will communication specialists be affected? Because the reporting structure is going to change, I would think that would affect the entire office.....Especially if the new functionalist positions are now only focusing on narrowed job duties. Who will pick up the slack?

At today's town hall meeting it was mentioned that they would try not to demote people. When we are approached about choosing a position in the model, will we have a better understanding of the positions to help us avoid this? When we are approached about these new positions, it would be helpful to me if a list of the responsibilities for each of the positions is provided in order to have a better understanding of what each job will entail. Also, having an idea about the potential salary structure. I know this won't be set until later but if there is some way to see the potential salary range of each position, that would be helpful. Thank you for your help and support with all that is going on. It is a big task and I appreciate all that is being done. I am hopeful that these changes will be positive.

Question: Is it true that split positions (i.e. .25 this college and .75 that department or 50% extension 50% department) are not possible in WorkCyte, is that true? If so why does ISD keep eluding to a shared position model across smaller units?

Question: How can I make a decision about where I want to go when I don't know how Workcyte is going to fundamentally change what I will be expected to do?

Question: If other major universities have backed up their WorkCyte implementation deadline to ensure this works for their staff and faculty, why can't Iowa State do the same so that the disruption is minimized for this ISD transition?

Comment: Communication concerns: P&S are thankful to in included in the feedback process, but many are confused about the extent to which their superiors (usually directors, dept. heads or deans) has been educated on Workday and ISD and to what extent their input has been heard. This same concern exists regarding the faculty that these employees serve day to day.

Comment: How are we going to sustain relationships with students and faculty when people will be working across different units/buildings on campus?

Comment: Grants include procurement, expense, payroll and other fiscal reporting functions. What is the vision for how that is going to be separated into different job families and still meet all the particular grant specifications?

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

Comment: The terminology of “in” or “out” of the model is not good...we are all a team. Team is said, then our terminology is refuting it. EVERYONE has a place at the table, regardless of if we opt for a fiscal or HR role. People are choosing to opt for a different position on the team...not on or off the team!

Where do grant coordinators fit in – proposals or grant accounting? Will there be a difference in the pay scale? I need to know that before I express an interest in one way of the other.

I agree with the voiced concern that we are still not given enough clarity to be able to explain how specific roles will change or how specific duties will continue to be executed at the local level. I think it would be helpful if they would work through the proposed model with at least one unit and have all the necessary dialog to get a feel of how this is going to work from the bottom up rather than their beliefs from the top down. (In reference to a question at the 10/25 Town Hall)

Given that the university and the state have been in budget constraints for some time now, and given that space is always limited at the university, and with staff being assured that the ISD is in no way meant to cut any positions, how will the university cover the increased cost and additional office space required to accommodate new hires for the “functional specialists” in the event that positions need to be advertised to seek new employees from outside the university?

Will staff still have components of their positions that are different to keep employee job satisfaction at a high level and encourage creativity and innovation? A concern is job boredom due to repetition of tasks day in and day out. Employees enjoy variety in their responsibilities.

If employees are “shared” amongst “units”, which “units” have priority for assigning tasks or submitting requests for assistance? To whom would each employee be loyal?

The implementations of ISD and Workday will enable the university to capture robust quantitative data, such as how long it takes to complete business processes. Is the intent to have this information on hand to determine the efficiency of the process or the timeliness of the employee’s work? Collecting data to improve processes is always a good idea, but causing stress to employees if they feel they cannot complete tasks in the required (or documented) amount of time could have very negative consequences. Employees could push themselves to complete tasks faster, but not as accurately, thus causing unnecessary errors.

When will others on campus be trained in Workday (employees other than the “functional specialists”) since we have been told over and over that every employee will need to know how to use Workday?

During the last Town Hall meeting on October 25th, it was mentioned that a goal (or possible vision) of Workday is to provide better customer service. How is this going to happen if the close rapport that exists to date within “units” most likely will not be the same, especially if a “unit” has a shared employee located elsewhere on campus? Most staff work very hard at providing the best customer service to those they work for. Working closely with colleagues allows the opportunity to get to know each other and to

IOWA STATE UNIVERSITY

Professional and Scientific Council

Feedback and Questions Received via Email Continued

understand the best means of communication for each individual and working styles, etc. What will becoming more centralized in these business processes do to “customer service?” It would be a shame to alter something that may not actually be broken.

Since most comments may seem more negative, it would be appropriate to thank all of the folks who have worked so hard on the Improved Service Delivery proposals up until now. This is extra work, and very hard work, put in by very dedicated ISU employees. Thank you for all that you have done, and continue to do for the university and for all of the employees!! We will get through this “together!”