RLA Capstone Project, Elaine Stroud

Staff Team Lead idea
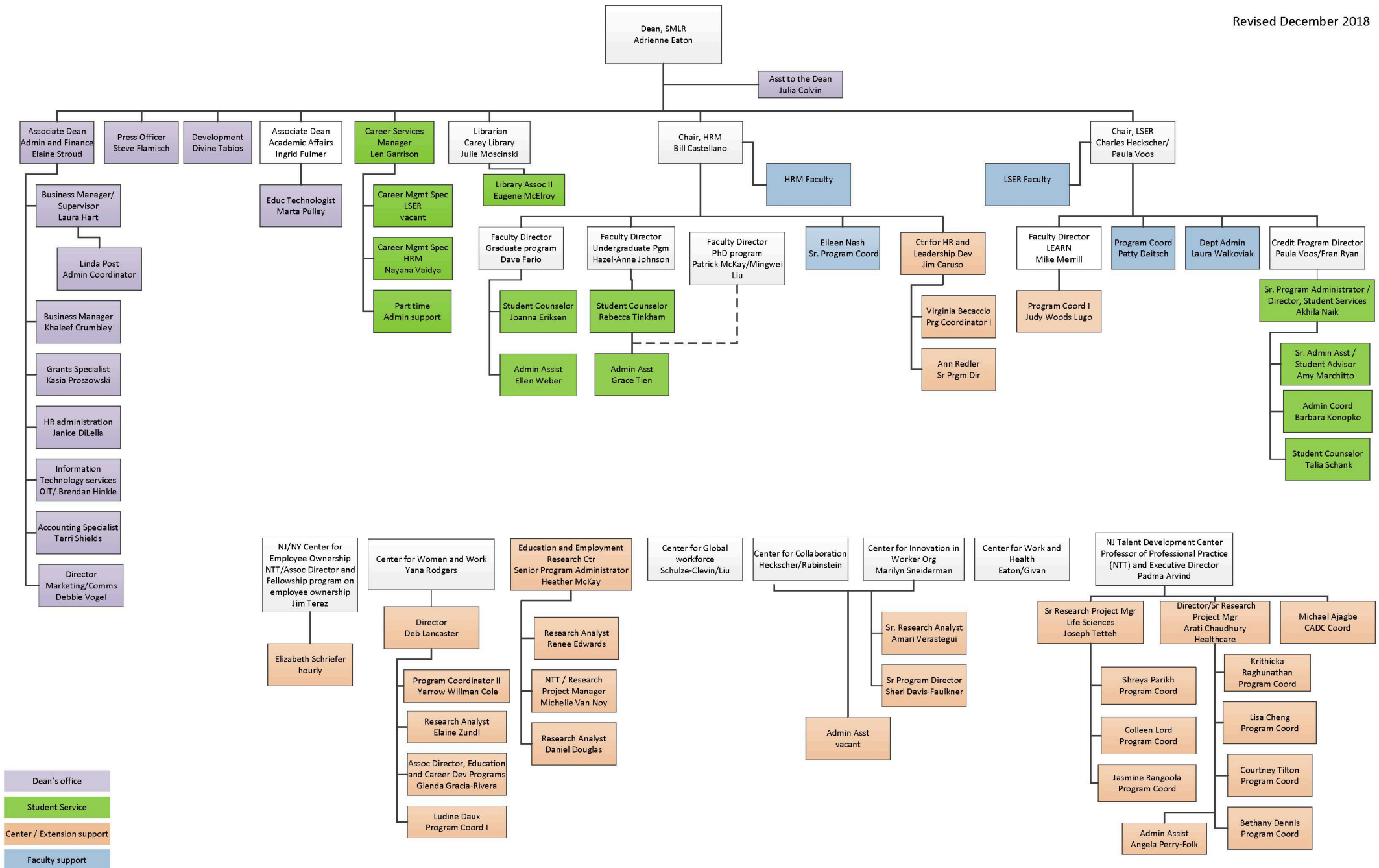
Project Overview

Address staffing issues at SMLR while;

- recognizing sensitivities to "reorganization" and change management

- Prioritizing cost-consciousness

The Issues…

- Duplication of effort
- Inefficiencies in process (silo effect and lack of communication)
- Inconsistent management of departmental staff (i.e. policy implementation)
- Administrative burden on faculty in Chair/Director roles
- Lack of structure to be able to cross train staff or manage seasonal workloads
- Dean's office inclusion in personnel issues after-the-fact when issues have escalated

Revised December 2018

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Asst to the Dean
Julia Colvin

Associate Dean Admin and Finance
Elaine Stroud

Press Officer
Steve Flamisch

Development
Divine Tabios

Associate Dean Academic Affairs
Ingrid Fulmer

Career Services Manager
Len Garrison

Librarian
Carey Library
Julie Moscinski

Chair, HRM
Bill Castellano

Chair, LSER
Charles Heckscher/ Paula Voos

Business Manager/ Supervisor
Laura Hart

Educ Technologist
Marta Pulley

Career Mgmt Spec LSER
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Library Assoc II
Eugene McElroy

HRM Faculty

LSER Faculty

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Ctr for HR and Leadership Dev
Jim Caruso

Faculty Director
LEARN
Mike Merrill

Program Coord
Patty Deitsch

Dept Admin
Laura Walkoviak

Credit Program Director
Paula Voos/Fran Ryan

Business Manager
Khaleef Crumbley

Part time
Admin support

Student Counselor
Joanna Eriksen

Student Counselor
Rebecca Tinkham

Virginia Becaccio
Prg Coordinator I

Program Coord I
Judy Woods Lugo

Sr. Program Administrator / Director, Student Services
Akhila Naik

Grants Specialist
Kasia Proszowski

Admin Assist
Ellen Weber

Admin Asst
Grace Tien

Ann Redler
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Sr. Admin Asst / Student Advisor
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Information Technology services
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Admin Coord
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Center for Global workforce
Schulze-Clevin/Liu

Center for Collaboration
Heckscher/Rubinstein

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Program Coord

Ludine Daux
Program Coord I

Admin Assist
Angela Perry-Folk

Bethany Dennis
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Dean's office

Student Service

Center / Extension support

Faculty support

Benchmarking

- Some RU schools have a full time positions to manage teams

- Some RU schools have tried a matrix model and have had difficulty with buy-in

Solutions…

Reorganize staff to a matrix structure where staff report to chairs/directors functionally and to the dean's office administratively

- Costly to hire managerial staff

- Costly investment in change management

- Not a guarantee to resolve the issues
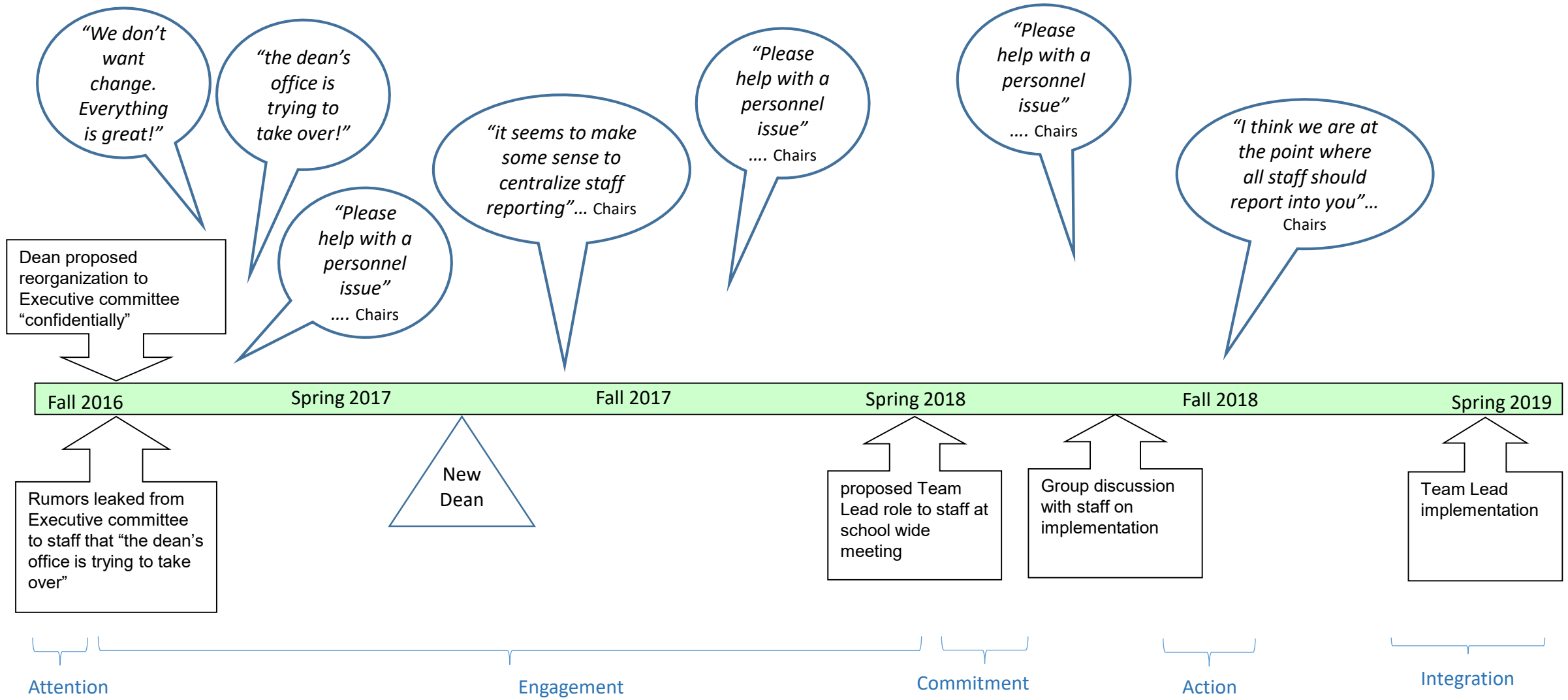
Create Team Lead Role as a creative solution

- Addresses issues at a local level

- Provides opportunities for professional development,

- Cost effective

Team Lead Role

◆ Inspired by the faculty chair role

◆ Role intended for current full time staff to take on additional duties related to fostering better communication among staff in similar functions and between staff and dean's office.

◆ Responsibilities include;

– Schedule regular meetings with staff

– Regular meetings with other team leads

– TLs meet with Associate Dean regularly to relay issues or concerns

– Act as spokesperson for team at school meetings i.e. executive committee meetings, faculty meetings, etc.

– Assist with conflict resolution and workflow management

Vision for Team Lead role…

- Fosters environment where staff closest to the work suggest changes to processes and policies

- Fosters an environment of collaboration and teamwork

- Empowering staff to be able to control their own work

- Collectively have a voice in decisions at the school

- Rotating position may minimize conflict

- Coordinate social events (feedback from 5/4/18 staff meeting)

- Supports the Associate Dean in management and "pulse check" of staff

- Allows staff an opportunity for professional development and skills development

RUTGERS
LEADERSHIP ACADEMY

Center for
Organizational Leadership

"We don't want change. Everything is great!"

"the dean's office is trying to take over!"

"Please help with a personnel issue" …. Chairs

"it seems to make some sense to centralize staff reporting"… Chairs

"Please help with a personnel issue" …. Chairs

"Please help with a personnel issue" …. Chairs

"I think we are at the point where all staff should report into you"… Chairs

Dean proposed reorganization to Executive committee "confidentially"

Fall 2016   Spring 2017   Fall 2017   Spring 2018   Fall 2018   Spring 2019

Rumors leaked from Executive committee to staff that "the dean's office is trying to take over"

New Dean

proposed Team Lead role to staff at school wide meeting

Group discussion with staff on implementation

Team Lead implementation

Attention   Engagement   Commitment   Action   Integration

Ruben, B. D., & Lisi, R. D. (2017). *A guide for leaders in higher education: Core concepts, competencies, and tools.* Sterling, VA: Stylus Publishing.

Major Concerns (feedback from 5/4/18 staff meeting)

- Confusion about reporting relationships

- additional workloads on already "full plate"

- team leads will give more "attention" to home unit

- Some teams may be difficult to coordinate

- Ensuring the TL role is focused on collaboration and efficiency and doesn't become another "bureaucratic step"

Small group discussion topics at school wide meeting

- How can TLs overcome schedule challenges when trying to coordinate meetings?

- What can TLs do to ensure neutral representation and not bias toward "home" department?

- How can TLs be effective leaders without formal authority?

- How can TLs incentivize participation?

- How should we handle staff who overlap between teams?

Started January 2019 - how is it going?

◆ Dean's office has used TL's as a communication channel to communicate to staff

- Building move discussions and feedback

- Requests for clarification of policies and procedures

- Sharing of best practices

- Feedback for agenda items for school wide all-staff meetings

◆ Groups/quasi-committees have been formed

- Greening efforts

- Security assessment

- Onboarding/off boarding tasks and processes

What did I learn about my own leadership?

◆ Improved my communication skills and ability to have difficult conversations

◆ exercise in delegation and learning what might be better to delegate

◆ coaching skills

Questions and Answers