

## ***LEAN Team K Closeout***

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## Our Charge

Investigate apparent disconnect and lack of consistency between:

- UAW job postings, particularly the position level of new postings
- Re-classified position levels as a result of UAW audit process

## Definitions

### **Audit**

Formal process used by UAW employees to request a change (usually an increase) in position level.

## Definitions

### **Audit Forms**

Set of documents prepared by UAW employee and supervisor to justify change in position level.

## Definitions

### **Audit Tool**

Document and process used by HR to evaluate the position level, based on audit forms and other pertinent information.

Audit tool is used to make a decision on the position re-classification request.

## Initial Findings

Dissatisfaction with current processes was anecdotal.

- needed data.

**Audit forms** and **audit tool** were:

- outdated
- cumbersome
- imposing and time-consuming
- repetitive
- inconsistent
- requesting a lot of information that was hard to assemble, but had little impact on the position level.

## Actions and Outcomes

Mission Creep!

- Surveyed UAW members and supervisors
- Completely re-designed and simplified audit tool
- Completely re-designed and simplified audit forms, using exact language from audit tool
- Developed new, simplified matrix of minimum requirements for different levels

Original charge

- Redesigned position posting forms for UAW positions
  - Added new section containing exact language from audit tool and forms, thereby creating direct link.

## Survey of UAW members and supervisors

- Outstanding participation (70% of UAW employees and 64% of supervisors).
- 56% of UAW members surveyed agree that there is not a clear connection between job levels at the posting stage and at the audit stage.
- Many UAW members (58%) and supervisors (50%) surveyed agree that it is not obvious that the level of posted positions is based on the job description.

## Survey of UAW members and supervisors

- Around half of the UAW members who went through an audit were not satisfied with the materials and information given to them to prepare for the audit.
- About half of the UAW members surveyed were not satisfied with the audit process.
- 57% of UAW members and supervisors agree that there is not a problem with the posting format.
- In general employees and supervisors are satisfied with posting process (57% of both)

## Conclusions

Survey results, as well as initial studies, both concluded that the entire process needed improvement.

# Redesign of Forms and Procedures

## Audit Tool

Made it simpler, more consistent, and eliminated several complex sections that had little effect on position levels.

## Audit Forms

Reduced from 3 documents (25 pages!!) to 1 document (6 pages).

Incorporated exact language from simplified audit tool.

## Redesign of Forms and Procedures

Reduced criteria for position level classification to 7 basic categories.

- Knowledge and skills required
- Level of decision making required
- Scope of judgment – impact and reach of decisions
- Independence of action
- Scope of supervision of others
- Scope of customer service and contacts
- Software skills

## Redesign of Forms and Procedures

For example, in the “Scope of Supervision” category, the forms offer the following choices:

1. No supervisory responsibility
2. Responsible for instructing and directing the work of a small number of students or temporary staff members
3. Responsible for instructing and directing the work of a large number (greater than 5) of students or temporary staff members
4. Responsible for instructing and directing the work of regular employee(s) in a lower classification or responsibility for instructing and directing the work of a larger number of students and temporary staff members.
5. Responsible for instructing and directing the work of a large number (greater than 5) of students and regular employee(s)

## **The link – Position Posting, December 2009**

### GENERAL SKILLS AND JOB ATTRIBUTES (UAW POSTINGS ONLY):

Requires intermediate knowledge and application of diversified work routines and procedures

Regularly requires interpretation of policies, procedures, precedents, etc. which are appropriate to selecting alternative courses of action

Recommendations or the decisions made about operations, financial resources, and/or people usually affect the department, but may at times affect operations, services, individuals, or activities of others outside of the department

Supervisor sets objectives and receives advice and input as needed. Job responsibilities are directed by precedent, policy, or generally accepted principles.

No supervisory responsibility

Occasionally resolve complex problems and/or coordinate projects with a diverse set of contacts

Requires advanced abilities in standard office software packages and ability to utilize specialized software packages

# UAW – Simplified Job Posting Minimum Requirements

Position Level	Education	Office/Clerical Experience	Basic Computer Skills	Advanced Computer Skills Required
<b>Level 1</b>	High School diploma or equivalent	-	1 yr. basic computing skills	-
<b>Level 2</b>	High School diploma or equivalent	1 yr. office/clerical experience	1 yr. basic computing skills	-
<b>Level 3</b>	High School diploma or equivalent	1 yr. office/clerical experience	1 yr. basic computing skills	-
<b>Level 4</b>	High School diploma or equivalent	2 yr. office/clerical experience	2 yr. basic computing skills	-
<b>Level 5</b>	High School diploma or equivalent	3 yr. office/clerical experience	3 yr. basic computing skills	Yes
<b>Level 6</b>	High School diploma or equivalent	4 yr. office/clerical experience	4 yr. basic computing skills	Yes
<b>Level 7</b>	High School diploma or equivalent	5 yr. office/clerical experience	5 yr. basic computing skills	Yes
<b>Level 8</b>	High School diploma or equivalent	5 yr. office/clerical experience	5 yr. basic computing skills	Yes

## Team K Newspaper, February 10, 2010

Problem	Countermeasure	% complete	When?
Job postings not consistent with audit results; levels of jobs posted not obvious from postings.	Modify audit tool, and insert audit tool language directly in job postings.	100%	First actual posting, December 2009
Employee-completed audit forms difficult to use, and not consistent with new audit tool.	Simplified and combined multiple forms (25 pages, 3 forms) to 1 document, 6 pages long.	100%	New documents available <i>tomorrow</i> on HR website.
New processes require assessment.	Re-survey members and supervisors.	0%	February 2011

## Planned actions – After Team K Closeout

- Evaluate necessity of keeping Levels 1 and 2 positions.
- Work with PeopleAdmin software (using UAW as test case) to incorporate changes and improve posting process.
- Re-survey members and supervisors one year from now to determine effectiveness.