1. **Strategic Realignment**

   a) Over the last three to four years, Facilities Services has been moving toward an overall realignment plan intended to reduce the number of direct reports reporting to the Director and number of managers. The approach is identified in the Facilities Services Strategic Plan, 2005. As manager positions become vacant, Facilities Services will strongly evaluate the need to refill the position or to reassign the funding for this position to classified positions.
b) Examples of such efforts include vacating the Building Services Manager position, combining Design and Construction and Campus Planning units into one unit, Campus Planning and Development. Facilities Services has been approved to create an Associate Director level position (Associate Director, Campus Planning and Development), and the two managers that now report to the Director will report to the Associate Director. The merge of these two units will also allow the Director to review span of control issues within the departments. This position is currently unfunded, but Facilities Services is working towards reallocating funds to realize this position. A maintenance supervisor position was vacated and the funding for this position was reassigned to classified staff allowing for additional maintenance workers.

c) In addition, Transit and Parking Services (TaPS) has been brought under the Administrative Services Unit of Facilities Services. This move will allow Facilities Services to potentially vacate a supervisor position.

2. Summary

a) The span of control in Facilities Services is mostly aligned with the guidelines for administrative units. Areas that need further review is Campus Planning, but as a function of Campus Planning and Development, and Finance and Accounting. In addition, the span of control within the landscape shop also needs review.

b) Within the Environmental Health and Safety Unit, the Radiation Safety group does not fully align with the span of control, but there function is strictly dictated by the radiation license requirements for how they should be staffed and organized. As such, I do not foresee any material changes to the group.

c) Options for moving forward include:

- Vacate Associate Director, Finance and Accounting, establish a lower grade Business Manager position. The two accountants, two resource efficiency staff, space analyst, and management analyst positions would report to the Business Manager.
- Move Engineers staff (two) to Campus Planning group within Campus Planning and Development, since planning and engineering are closely associated with the Campus Master Plan and need for coordinated review of transportation plans and modeling.
- Move Specialized Services Group under Finance and Accounting and have group report to Associate Director, Finance and Accounting or Business Manager.
- Vacate the landscape supervisor position to remove a layer of management.

d) This approach will create a stronger span of control throughout Facilities Services and have minimum six FTE reporting to manager, while leaving Facilities Services four levels of management deep.

e) Facilities Services Strategic Plan, 2005 will be updated over the next year. These scenarios and potentially others will be reviewed in accordance with the guidelines for administrative units to ensure the management structure of Facilities Services is aligned with the applicable guidelines.
3. **Budgetary Implications**

a) Facilities Services’ approach will not specifically provide a savings to the budget. This approach will allow Facilities Services to reassign funding for any management positions that become vacant to classified workers or other areas in which FTE is needed.
BUSINESS AFFAIRS

1. Strategic Realignment

Business Affairs will complete a number of very significant changes to our scope and personnel associated with the implementation of the Business Centers.

2. Summary

a. Span of control

In our post-Business Center model, we believe we comply with this guideline.

b. 6:1 reporting ratio

As the “post-Business Center” org chart shows, we have a few units who do not currently meet the 6:1 reporting ratio. These units are:

- Director – Over the last year, to achieve administrative savings and address the reporting ratio in other areas, we purposely replaced an Associate Director position with a Fiscal Coordinator I position and rolled two additional positions into our FA&A unit. In addition, with the reductions of staffing associated with the Business Center project, we will dissolve the previous “Accounts Payable/Travel” unit and combine it with FA&A as well. This has reduced the Director’s direct-reports by two, down to five.
- Student Accounts/Debt-Management – Each of these unit managers have 4 direct reports.
- ID Center Manager – This individual has one classified direct report and 2 – 3 student workers.
- Payroll Accounting Manager – This individual has two direct reports.

3. Moving Toward Alignment

- Director – The combinations identified above have worked to position our units better to implement post-BCs QA programs. In addition, the Director has a continuing shared supervisory role (in partnership with the HR Director and the VP for F&A) with the Business Center Managers, so in essence, meets this criteria.
- Student Accounts/Debt-Management – Because of the different regulations covering these two areas, the special expertise of these two managers is necessary. We will continue to review this situation as attrition occurs for alignment with the 6:1 reporting ratio standard.
- ID Center Manager – We will work with HR to address this particular position which, we expect, will probably result in the position becoming a classified, lead-worker position.
- Payroll Accounting Manager – This individual has two direct reports and has indicated the probability of retirement within the next few years. Our plan would be to readdress the issue with the attrition.
4. **Budgetary Implications**

   a. What are the savings associated with realignment?

   Implementation of the post-BC model within Business Affairs will represent fewer FTE in our units. However, because we have shifted many tasks to the Business Centers and associated budget, there is not a direct savings there. In addition, as the review completed by the Provost’s charged committee recognized additional areas of focus for Business Affairs to ensure controls and new electronic streamlining projects, there may not be specific savings associated.

   b. What are the costs associated with realignment?

   Some relatively minor costs associated with physical changes necessary to accomplish our organizational restructuring was necessary. In addition, costs to bridge the Business Center implementation associated with mostly temporary staffing were also necessary. Finally, to implement the recommendations of the external review committee fully, as well as to ensure proper controls, some slight additional FTE may be needed. These are not specifically identified yet.

5. **Consulting with Stakeholders**

   Business Affairs worked with a re-alignment steering committee charged by the Provost. This committee included members of various roles from across campus who met and reviewed our structural plans associated with the Business Center project. The result of the committee was general approval of our plans with two key suggestions for additional review and suggestions associated with key areas of focus in future scope. In addition, Business Affairs continues to interact and work closely with the Business Center Managers (and rest of their staff) to collaborate on potential improvements and the services we offer.
HUMAN RESOURCES

1. The Office of Human Resources is currently undergoing reorganization in alignment with the strategic goal creating and implementing business centers.

   The budgetary realignment between OHR and business centers is based on the transactional FTE allocated to the centers from OHR and will create savings through greater efficiencies.

   Additionally, OHR eliminated 1.0 FTE this fiscal year as a part of the F&A budget reduction.

2. The Office of Human Resources is in alignment with the administrative guideline of no more than 4 levels of management.

   The attached organizational chart indicates OHR’s span of control ratios.
   - Employee Benefits: 6:1
   - Training and Organizational Effectiveness: 2:1
   - Strategic and Technical Services: 9:1
   - Employee Relations: 3:1

3. The following provides those areas of disconnect with the span of control guideline and the rationale.

   - Training and Organizational Effectiveness: 2:1
     The work performed by the Manager is highly individualized based on the customer’s need. The incumbent works directly with management on highly confidential and sensitive matters. The nature and sensitivity of the work requires that the incumbent report to and work directly with the Director.

   - Employee Relations: 3:1
     The work performed by the Associate Director is directly related to employee issues, performance, grievances, collective bargaining, and union relations. All of these areas are highly sensitive and customarily involve a close working relationship between this staff and the Director. It would not be effective to have the Associate Director and her staff combined with any other unit within OHR.

   There are no plans at this time to move toward alignment with the guidelines in these two functional areas due to the nature of the work and the limited number of incumbents performing the work.

4. Savings are included in those captured for the business centers through improvements made in restructuring of work for greater efficiency. There are no additional costs associated with OHR’s realignment per business center implementation.

5. The Provost’s Central Human Resources Redesign Steering Committee, a representative group of OHR’s campus constituents, reviewed and provided input into the plan, as well as provided recommendation for future actions in achieving strategic alignment.
BUSINESS SERVICES

1. Strategic Realignment and Aligning with Administrative System Guidelines

Business Services continuously makes changes that help it meet the span of control and reporting ratio requirements using attrition and internal realignment. In addition to pursuing continuous process improvements that leverage technology for service delivery, our Service Centers focus on developing our external revenue base to diversify our funding portfolio. Our leadership team is deeply involved in both the INTO program, Innovation agenda and the Ocean Observatories Initiatives.

2. Budgetary Implications

Cost implications are the need to invest in an additional risk management professional to support the Enterprise Risk Management initiative. To support growing OSU Real Estate profile, we need an additional real estate professional. To support the Business Center Initiative, we need another Purchasing professional. Budgetary investments of $250,000.

3. Consulting with Stakeholders
On a regular basis, we survey our stakeholders and customers. Last year we reviewed the Printing and Mailing team and implemented a number of process improvements. Our focus this year will be on the Construction Contracting Process.

PUBLIC SAFETY

Strategic Realignment and Budget Reduction

The attachments reflect the dollar amount of furlough implementation savings along with the decision (measures taken) to keep one Public Safety Officer position and one Student Worker position vacant. The combined savings (grand total) for our unit amounts to $82,872.12. Furlough savings alone amounted to $14,571.12. Workload for the two vacant positions depicted on the spreadsheet has been absorbed by existing staff with the hopes these positions can be reinstated as the budget picture changes for the better. Our goal is to "hold the line" with supplies and services expenditures and to explore other areas of possible cost savings. Patrol schedules are being closely examined to insure the most appropriate deployment of our patrols based on actual need and calls for service.

Our current Organizational Chart depicts staffing levels for both the Department of Public Safety and the Oregon State Police.
OSU CONFERENCE SERVICES

Number of Current Employees: 7.0 FTE
1.0 FTE allocated to Business Center 7 (Account Tech)
1.0 FET vacant
9.0 Total FTE when fully staffed

1. Strategic Realignment and Budget Reduction

Conference Services and The LaSells Stewart Center are auxiliary operations that function on a self-funded model relying on income generated by its activities to fund personnel and operations. Therefore, we will continue to expand our operation based on this funding model.
OSU Conference Services has collaborated with Media Services to provide audio/video support for events and conferences. Rather than hiring a 1.0 FTE, we are utilizing those funds to contract out our services to Media Services to provide:

- Training of our student staff
- Standardization of our audio/video equipment
- Event staffing
- Advice on equipment purchases

This decision has saved our operations 1.0 FTE while creating a higher level of service for our customers.

2. Summary

- Contracted out audio/video support services to Media Services
- Moved 1.0 FTE Accounting Tech position to Business Center 7

4. Budgetary Implications

- Costs/Savings

  Over the past two years, OSU Conference Services has reduced its E&G funding by $150,000, thus absorbing personnel and services & supplies costs.

5. Consulting with Stakeholders

OSU Conference Services continues to develop mutually beneficial internal and external partnerships with the goal of increasing business while reducing operational expenses.

Conclusion:
In the last six and one-half years, OSU Conference Services has hosted more than 250 conferences with over 48,000 attendees at these events at OSU or other locations around the country. This operation has generated over $8.5 million over this time period and has distributed close to $1 million to sponsoring departments, and distributing over $2 million to different service providers on campus.

We will strive to grow our operation while keeping a very simple mission in mind, which is to provide unparalleled service enabling:

- Our faculty to showcase their research
- Facilitate and exchange information in order to place our faculty strategically among their peers
- Showcase OSU and our research facilities, etc.
- Create recruitment opportunities for faculty and students
- Create supplemental income for academic departments and colleges