Purpose and goals of an organization review

THREE KEY QUESTIONS CAN HELP GUIDE HOW TO SIMPLIFY AN ORGANIZATION

Is the work performed? Is the outcome valuable? Is it aligned to mission?

SIMPLIFYING AN ORGANIZATION PROVIDES BENEFITS FOR EMPLOYEES AT ALL LEVELS

- **Increased effectiveness**
  - Streamlines processes for more effective execution
  - Focuses supervisors on highest-value work and empowers direct reports

- **Greater efficiency**
  - Increases speed and quality of decision-making
  - Eliminates redundancies and lower-value supervisory activities

- **More satisfaction**
  - Reduces bureaucracy and corresponding frustration
  - Fosters greater sense of connectedness to students, patients, and internal customers
For some support functions, distributed headcount based in other colleges/functions conduct similar roles

**Does not capture staff doing portions of these roles alongside primary job responsibilities**

Central vs distributed staff personnel by admin function

- **Marketing**
  - Central: 55
  - Other dept: 86
  - Colleges: 61
  - Other: 204

- **Finance**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **IT**
  - Central: 345
  - Other dept: 55

- **Enrollment**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **Development**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **Legal**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **HR**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **Facilities**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

- **Research**
  - Central: 148
  - Other dept: 76
  - Colleges: 30
  - Other: 38

Note: Finance distributed count includes 15 Business Managers whose roles also include some HR responsibilities, Finance central count excludes Public Safety; 4 SLUCare Marketing individuals included in Marketing Colleges count but report into both Central and SOM D454; A number of personnel are not included in Finance and HR distributed count despite having access to Finance and HR systems because their FT role is different; Academic advising distributed count does not include large number of faculty who serve as academic advisors; Marketing FTE sitting in colleges may also potentially be involved in "recruiting" work related to Enrollment; Open positions excluded

Source: Interviews with each function; HR database snapshot Feb 2016

Does not capture staff doing portions of these roles alongside primary job responsibilities
Internal customers receive different levels of support from functional resources

EXAMPLE FROM ONE SLU FUNCTION (E.G.: HR, IT, MARKETING)

# of faculty and staff FTE supported by each assigned functional FTE

Within the same function, support levels provided across the universities varies. On one extreme, a college/department has 1 functional support resource for every 11 FTEs in its area; on the other end, a college/department has one resource for every 197 FTEs

Note: Ratio includes all faculty and staff FTE within the division or executive level excluding distributed staff of function being analyzed.
Source: Interviews with each function; HR database snapshot Feb 2016; FY15 Payroll FTE data