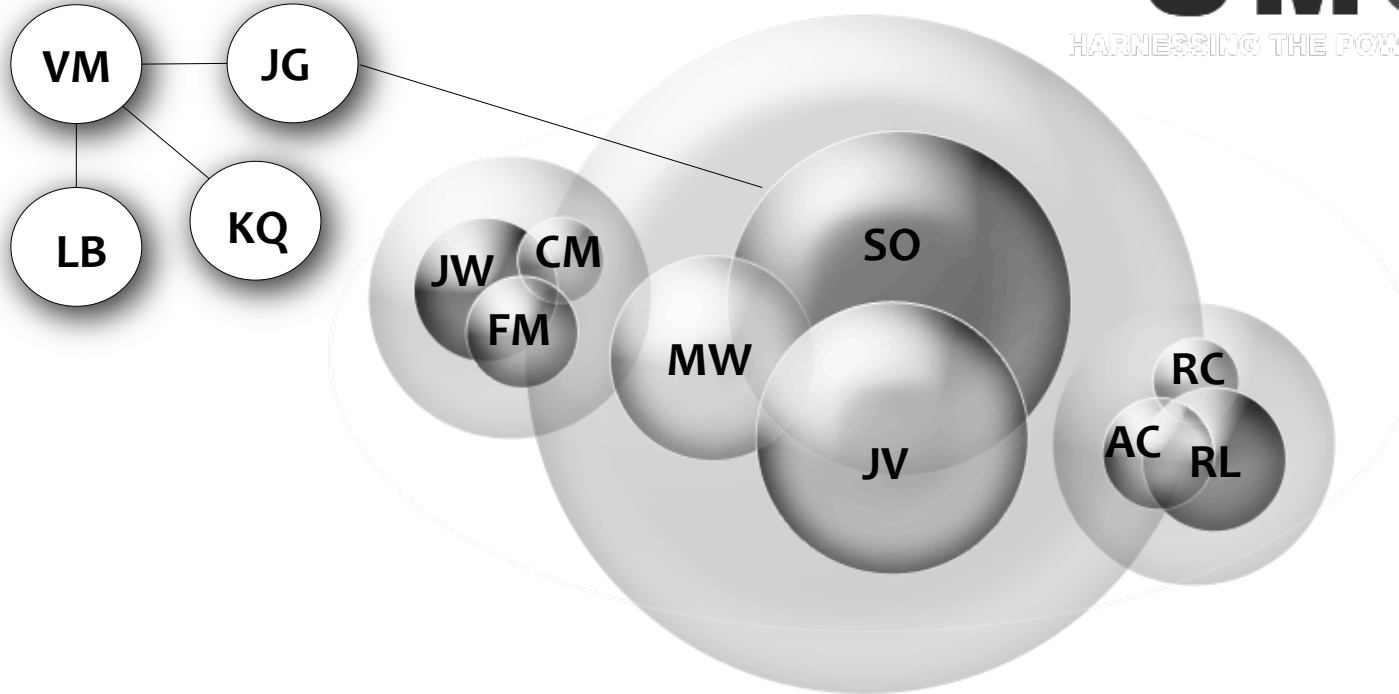


# UMGHR

HARNESSING THE POWER OF HUMAN INGENUITY



## INFORMAL NETWORKS MINI-ORGANIZATIONAL SCAN

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# Informal Networks Mini-Organizational Scan

-  UM Global HR presented Informal Networks methodology for examining networks of employees working together to achieve tasks, share information, communicate, or to enhance, subvert, or circumvent normal processes shown in a formal organizational chart.
-  The first step in an Informal Network analysis is an “Organizational Scan” to identify problem areas, hot spots, concerns, performance issues or other topics impacting results.
-  UM Global HR, asked participants of the TCCTA’s Leading from The Middle Conference to respond to a sample of questions taken from the OrgScan<sup>1</sup>.
-  This document summarizes the results of middle managers, chairs and faculty responses to these questions.

<sup>1</sup>©Magus Networker

# The Mini-OrgScan<sup>1</sup>

- 🌐 The OrgScan<sup>1</sup> is a structured interview to gather key information about the organization using questions that have been tested and proven over the past 20 years
- 🌐 UM Global HR asked participants of the TCCTA's "Leading from the Middle Conference" to answer a subset of 6 questions selected from the OrgScan
  1. What in your view is the biggest threat to your community college?
  2. Of the things you do in your job, which parts are the easiest?
  3. Which parts of your job are the most difficult?
  4. What are the current priorities of your community college?
  5. What are your most time consuming activities?
  6. What parts of your job are the most enjoyable?
- 🌐 These questions are designed to provide information on alignment of threats with priorities, and time spent dealing with threats and working on priorities.

<sup>1</sup>©Magus Networker

# Summary of Middle Managers' Mini-Organizational Scan

- 🌐 College "middle managers" know and agree on the threats to their college, and list priorities that address these threats
- 🌐 However, while they know what they should be doing, they are not necessarily able to work on the priorities due to lack of time
- 🌐 Budget cuts have reduced staff and resources.-Combined with increased enrollments and workload, these have created an inability to focus on short and long term strategic tasks
- 🌐 Middle managers spend most of their time (66%) doing routine work, busy work, and administrative work such as reports, documentation, compliance
- 🌐 This "lack of time" is exacerbated by the difficulty in developing relationships (which could lead to work inefficiencies & inability to solve problem)
- 🌐 The irony is, middle managers, chairs, and faculty need to be innovative and strategic to deal with the budget crisis, while at the same time being pulled in another direction to deal with frequent "fires" and routine tasks.
- 🌐 There is scarce time to focus on solving underlying problems and root causes.

# Are Colleges' Priorities Aligned with Threats They Face?

What Are the Top Threats Facing Your College?	What Are Your College's Top Three Priorities?
<ol style="list-style-type: none"> <li>1. Budget and Funding Cuts</li> <li>2. Insufficient Personnel / Staffing</li> <li>3. Staff Behavior and Morale</li> <li>4. Enrollment and Student Retention (Double-edge: brings more revenue, uses more resources, increases retention needs and risks)</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting Students' Needs / Providing Quality Programs</li> <li>2. Increasing Revenue and Revenue Sources</li> <li>3. Budget Reductions through Program Cuts</li> <li>4. Budget reductions through Efficiencies and Reduced Staff</li> </ol>

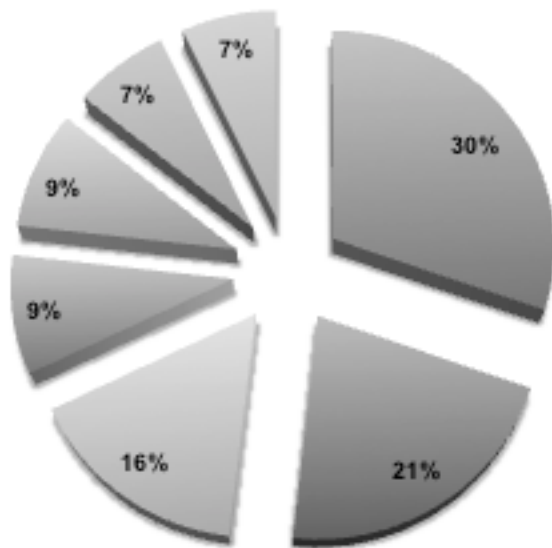
*See Charts On Following Pages*

## Are Colleges Priorities Aligned With the Threats They Face?

Community colleges top "Priorities" are aligned with peoples' perceptions of the main "Threats"! Middle manager participants know the threats and have identified priorities that work to mitigate the threat.

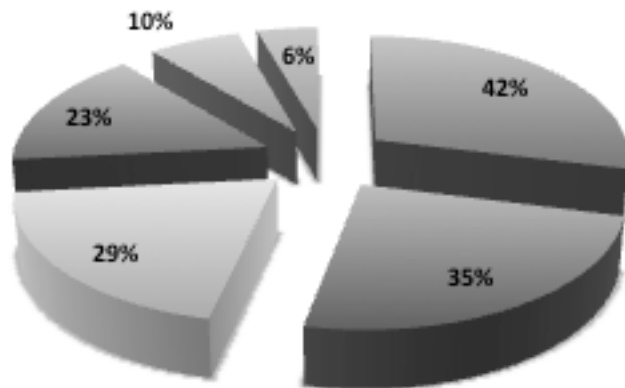
Colleges are responding to budget threats by establishing priorities aligned with the threat. These include: focusing on the first priority which is meeting student needs; second, looking at ways to increase revenues; and third cutting costs to meet reduced funding without eliminating staff. A fourth priority is doing more with less though efficiencies and reduced staff.

# Threats to Community Colleges



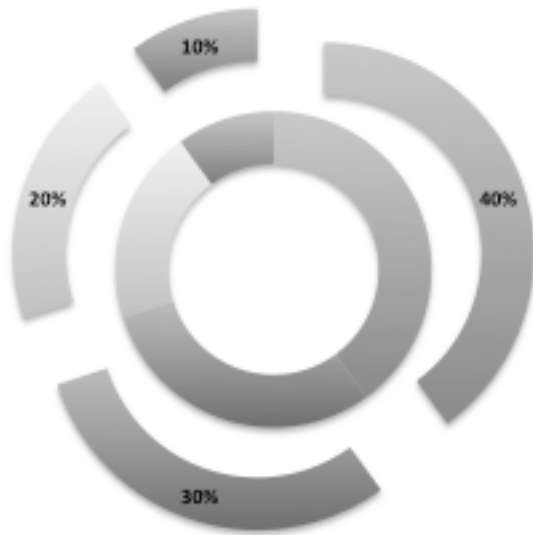
- Budget & Funding
- Insufficient Personnel / Staffing / Retirement
- Behavioral / Morale (Communication, Resistance to Change, Apathy, Complacency, Stupidity)
- Enrollment/Student Retention (Double edge, brings more revenue, uses more resources, increases retention needs and risks)
- Quality of Education/Services
- Stress on Infrastructure / Over Expansion / Too Fast Growth
- Students (Unprepared College Students, Demographic Change, Student Behaviors, Lack of Knowledge About Students)

# Top Priorities of Community Colleges



- Meeting Students' Needs, Survival of Students (Retention, Graduation, Quality of Education, Strong Programs, Student Services, Expanding, Maintain Strong Programs)
- Increasing Revenues (Increase Enrollment, Revenue, Supporters, Publicity)
- Budget Reductions & Program Cuts
- Efficiency, Doing More With Less, Cutting Expenses, Reducing Staff
- Technology
- Other (Completing SACS Report, College Atmosphere, Cultural Diversity)

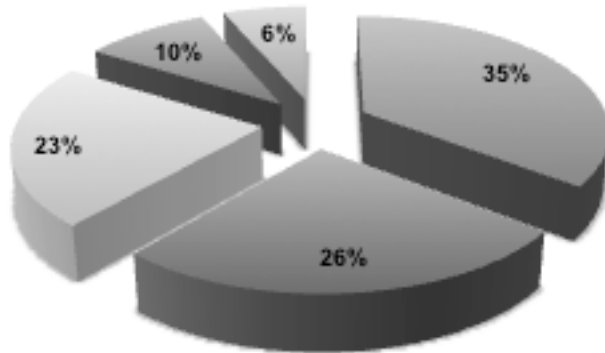
# Easiest Parts of Middle Managers' Job



- Teaching and Working With Students
- Working with Staff & Faculty (Collaboration, Coordination, Representation)
- Routine Mundane Tasks ( Scheduling, Emails, Budget, Performance Evaluation)
- Other (Music Performances, creating curriculum)

- 🌐 The easiest tasks involve "Teaching and working with students", followed by "Working with Staff & Faculty and Collaboration".
- 🌐 Routine work, or the daily job activities that have to be done, such as meetings, paperwork, reports, budgets and so on was listed third. In many organizations, routine work is the most frequently listed activity.

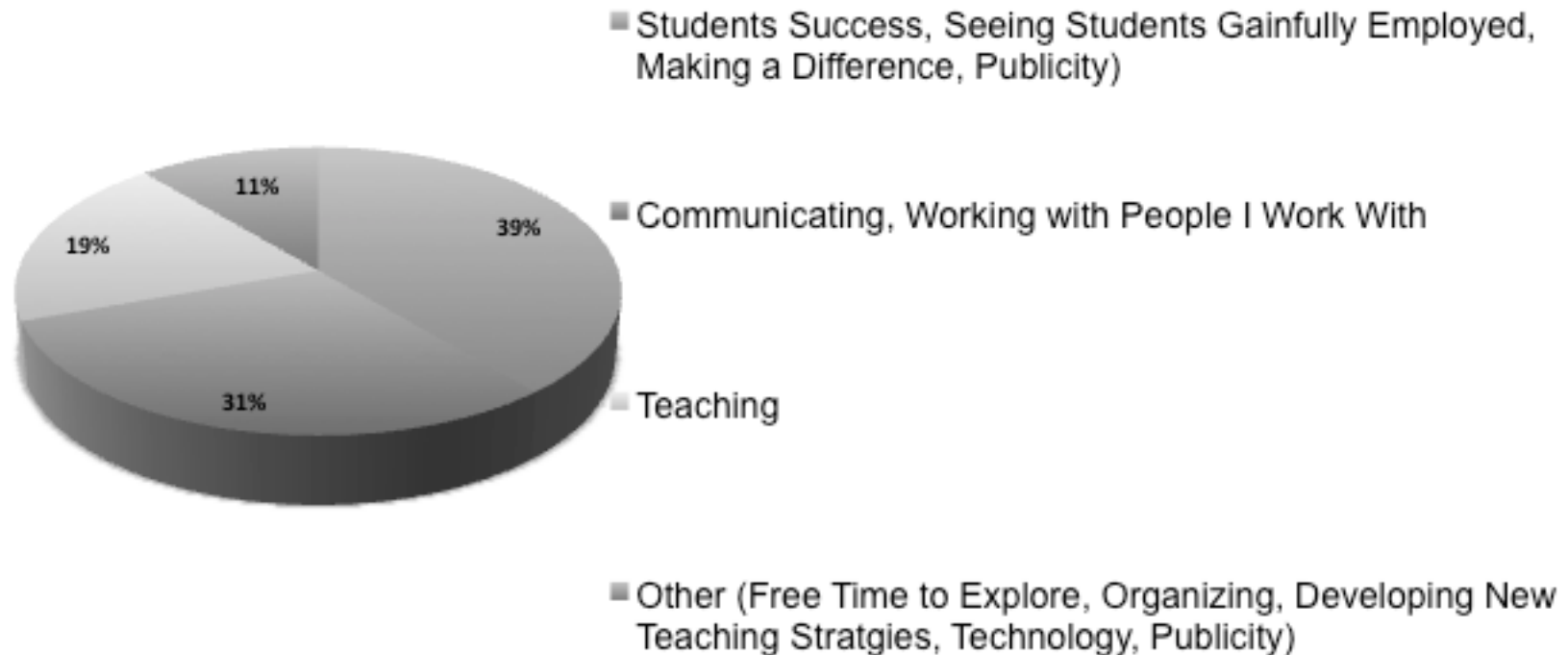
# What Parts of Your Job Do You Find the Most Difficult



- No Time to Get Things Done (Meeting Deadlines, Time to Communicate, Slow Responses/Waiting for Answers, Workarounds, Scheduling, Returning Calls, Clerical Data, Long Term Goal Setting, Juggling State Demands vs. Student Success)
- Building/Developing Relationships (Keeping with New Staff, Keeping Everyone Happy, Working with Math Instructors, Negativity on a Daily Basis)
- Admin Issues & Personnel Matters (Commitment from Supervisors, Demands from Administration, Leaders with Differing Agendas, Contracts, Firing & Evaluating, Report Writing)
- Student Issues, Student Appeals, Maintaining diversity of Instruction
- Other (Clerical Data, Keeping up with Technology & Budget)

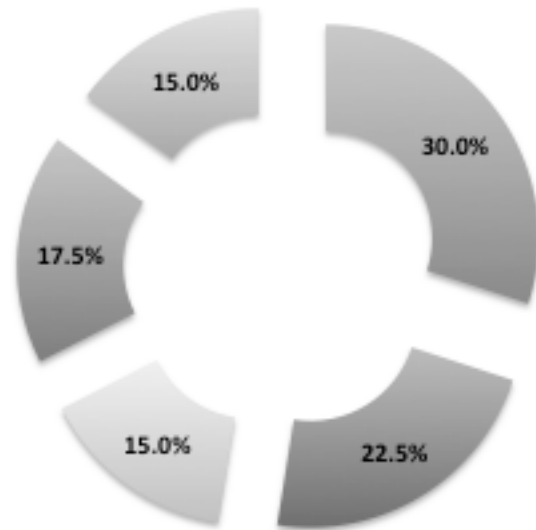
- 🌐 The most difficult part of the job is having time to get things done.
- 🌐 Some of this has to do with the 2nd most difficult which is building relationships that would actually help give them more time.
- 🌐 Employees have internal (building relationships) and external (others interfering with work or providing unnecessary work) forces placing demands on their time.

# What Are the Most Enjoyable and Satisfying Aspects of Your Job?



- 🌐 The most enjoyable aspects of work is student success — the reason the college exists, followed by teaching and working with others.
- 🌐 Collaboration and working with others is a key benefit of working in community colleges.
- 🌐 Free time to explore and find ways to improve work are also valued

# What Are Your Most Time Consuming Activities?



- Routine Tasks (Paperwork, Reports, Data Entry, Budget Preparation, Financials)
- Reports, Evaluations, Documentation
- Meetings with Colleagues, Committee Works, Conferences
- Student Related (Meetings with Students, Student Complaints, Advising, Grading Papers, Teaching)
- Planning and Improving Efficiency, Staffing Classes, Researching New Programs

- 🌐 The most time consuming activities, “routine work”, “Reports” and “Meetings” are where 67% of people spend their time, followed by 33% working with students (17.5%) or improving programs (15%).
- 🌐 Too little time is left to work on things they enjoy, are challenging, or related to the colleges priorities.

# Conclusion

- 🌐 When people work on things they enjoy, that are challenging, and relevant to the needs of the organization, the employees are said to be engaged. This is where you find innovation and real efficiencies.
- 🌐 The current budget cuts are a threat to the purpose of community colleges and the students and communities they serve.
- 🌐 Colleges need to focus on efficiencies not elimination of staff. This meets the budget needs, but undermines colleges' ability to do their job.
- 🌐 The “Leading from the Middle” Conference provided tools, information and skills that will help participants establish relationships and understand the informal networks behind the organizational structure, so that they can become more fully engaged in responding to the threats facing colleges— i.e., working on priorities!