

REENGINEERING - MAIL SERVICES

A10610

1. What does your college/department deliver? Outputs?

The mail services department is responsible for daily pickup and delivery of United States, international and inter-office university related mail for all campuses, metering of outgoing mail and managing postal accounts for special mailing permits (ie. Bulk).

2. Are they measurable?

Yes

3. And how are they measured?

Statistics kept on volume of mail letter types, special postage projects

4. Is your area meeting those metrics or expectations?

Mail Services joined the supply chain operations just this fiscal year FY13 – we are determining what metrics/delivery expectations/objectives should be, in order to monitor for success/failure.

5. If not, what could you change to be able to meet those metrics?

Not applicable at this time.

6. In an ideal world what would your organization look like?

Combine the mail and receiving indices, resources, equipment to streamline logistics of package and mail delivery to all campus locations. For mail, work with facilities to get central mail areas within each building/unit to only deliver mail to one location vs. desktop delivery. For receiving, we would continue to operate 2 receiving docks as the hospital needs to have direct delivery of its supplies and equipment.

7. Fill in your current staff into that ideal organization. Leave off those who do not fit into your ideal organization and add those positions that are needed.

See org chart of 2 current areas – we would anticipate keeping the existing staff and adjust student labor as needed. While volumes of mail and receiving packages do not fluctuate, our service delivery time should improve with combining of deliveries.

8. What current tasks/processes would you eliminate and or change to achieve this ideal organization and desired outputs?

With elimination of current mail/print manager and the supply chain manager taking over only the last 8 weeks, there is uncertainty at this time what tasks and processes can be eliminated. In the short amount of time we have managed this area, this team has shown themselves to be highly functioning with pitch in and get the job done attitudes in order to provide the highest level of service and customer satisfaction.

REENGINEERING - RECEIVING

A10807

1. What does your college/department deliver? Outputs?

The receiving department is responsible for the shipping out of packages and for the receipt of incoming goods and capital equipment. Part of the service provided is desktop delivery to all campus locations.

2. Are they measurable?

Yes

3. And how are they measured?

Statistics kept on volume of packages (UPS to Fed x, hospital to academic)

4. Is your area meeting those metrics or expectations?

Expectations are to see reduced FEDx, UPS delivery of packages over time due to increased use of p-card for low dollar purchases – we have not seen the full effect of this effort yet.

5. If not, what could you change to be able to meet those metrics?

Need to get out and re-educate and hold departments accountable to ordering practices and delivery from the major carriers.

6. In an ideal world what would your organization look like?

Combine the mail and receiving indices, resources, equipment to streamline logistics of package and mail delivery to all campus locations. For receiving, we would continue to maintain 2 separate dock areas as the hospital requires local receipt of their items to maximize service for our patients and clinical staff.

7. Fill in your current staff into that ideal organization. Leave off those who do not fit into your ideal organization and add those positions that are needed.

See org chart of 2 current areas – we would anticipate keeping the existing staff and adjust student labor as needed. While volumes of mail and receiving packages do not fluctuate, our service delivery time should improve with combining of deliveries.

8. What current tasks/processes would you eliminate and or change to achieve this ideal organization and desired outputs?

With elimination of current mail/print manager and the supply chain manager taking over only the last 8 weeks, there is uncertainty at this time what tasks and processes can be eliminated. In the short amount of time we have managed this area, this team has shown themselves to be highly functioning with pitch in and get the job done attitudes in order to provide the highest level of service and customer satisfaction.

REENGINEERING - PURCHASING

A10608

1. What does your college/department deliver? Outputs?

The purchasing department is responsible for providing vendor management, contracting, negotiations, procurement of goods, services, construction and capital with the highest of ethical standards. To support and create procurement opportunities for diverse suppliers, to support campus sustainability initiatives and to do all this in accordance with state law and university policies. Life cycle management (asset tracking upon buying to disposal at end of life) is part of purchasing services.

2. Are they measurable?

Yes

3. And how are they measured?

Statistics kept on PO's (qty/\$\$), buyer messages, RFP conducted, rebate/savings \$\$ generated

4. Is your area meeting those metrics or expectations?

Yes

5. If not, what could you change to be able to meet those metrics?

6. In an ideal world what would your organization look like?

Possibly more contract managers and less buyers – be more strategic in identifying cost saving opportunities and seek collaboration with other similar institutions to drive greater cost reductions.

Add value analysis position for the hospital purchasing – needed resource that we are limping along without currently – could be much more effective at driving and tracking cost savings with dedicated resource.

7. Fill in your current staff into that ideal organization. Leave off those who do not fit into your ideal organization and add those positions that are needed.

Reduce buyers to 3.6 as volume adjusts to departmental purchasing with change in practices, add 2 contract managers (one of which would be VAC specialized)– in new world if PO needed to be placed, the Contract manager would be responsible within their own commodity to do so.

8. What current tasks/processes would you eliminate and or change to achieve this ideal organization and desired outputs?

Facilities ordering – we have 1 buyer performing purchasing work of the entire facilities staff (p-card). Look at increasing bid thresholds again, 75K(goods), 100K (services).

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Purchasing Agent I - Purchasing

1. Why does this work need to be done at all?

The purchasing agent I positions (buyers) are the tactical arm of purchasing. They are responsible for converting e-requisitions to purchase orders (ensuring procurement policies and procedures are abided by), expediting of orders to desired timelines, problem solve mis-shipments and invoice discrepancies.

2. Can it be absorbed by someone in your department?

No, all staff are functioning at current capacity. This area has reduced buyers from 8 to 4.6 over the last 4 years (automation and change in p-card practices) allowed for labor reduction.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time.

4. Can the work be done by a student or part-time employee or combination of both?

This position is fully utilized and could not be performed by a student due to the specialized knowledge/training required. Turnover of student population is not conducive to the skill set required for this position. We employ 1 part time buyer currently.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Contract managers could do the work, however this would greatly distract them from their strategic work efforts and daily CM duties.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

I am unaware of other individuals with this skill set and training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Manager, Supply Chain - Purchasing

1. Why does this work need to be done at all?

This position manages the supply chain operational areas of central distribution (hospital), SSC (hospital), linen services (hospital), receiving and now most recently mail services. Responsible for budget control, hiring, training, and educating all positions to maximize performance. Develop goals and objectives, metrics to measure productivity and performance. Instills excellent customer service and follow up.

2. Can it be absorbed by someone in your department?

With difficulty, the director could do the same work, however would be spread much too thin to be effective as a leader and visionary for the supply chain division.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time.

4. Can the work be done by a student or part-time employee or combination of both?

No. This is a professional staff position that works independent of the clock.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

In 2010, we hired a manager of supply chain, previously had a manager of central, manager of mail, manager of receiving. We now only have the 1 manager, and supervisors over the respective areas.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

Being a management position, there may be other individuals with the required management skill set needed to perform functions of the job.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Mail Services, Shipping and Receiving Supervisor

1. Why does this work need to be done at all?

This position is responsible for the day to day operations of the Mail Services and Shipping and Receiving departments on both campuses. These day to day operations affect the delivery of mail and supplies to the Hospital, and Main Campus locations that impact patient safety, Grant Funded Research, Operations, and Student Experience. It directs the operation such that mail and packages are received and delivered timely and accurately. The Supervisor under the direction of the Supply Chain Manager provides vision, training, and sets the highest level of customer service standards for the team. This position creates and tracks metrics relative to the group's performance, develops policies and procedures that guide the teams. It ensures all packages and mail are received and sorted, and distributed. These packages and mail affect all University and Hospital operations. It also ensure compliance with all HIPPA, The Joint Commission and University Safety Policies.

2. Can it be absorbed by someone in your department?

No, this a skilled position that requires management skills, and detailed knowledge of mail and shipping and receiving operation in a Hospital and University setting.

3. Is there another UT employee (either campus) that can absorb this work?

The work cannot be absorbed.

4. Can the work be done by a student or part-time employee or combination of both?

This position is fully utilized and could not be performed by a student due to the specialized knowledge required.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

I am unaware of other individuals with this skill set and training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Mail Clerk Messengers – Mail Services

1. Why does this work need to be done at all?

The Mail Clerk Messengers receive and sort, and distribute all United States Postal Service mail, including periodicals, drug notices, accounts payables, student payables, and all mailings for the Hospital, on and off campus locations. They also prepare mailings for the same locations that impact the Hospital and University Marketing, University Admissions, Alumni Organizations, and Research Labs.

2. Can it be absorbed by someone in your department?

No this department is currently supplemented by 2 students.

3. Is there another UT employee (either campus) that can absorb this work?

No, this department is currently supplemented by two students and supports both campuses.

4. Can the work be done by a student or part-time employee or combination of both?

Students are already employed to fill delivery gaps.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

The work effort will considerably slow down or will not be done at all.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

In 2010, we combined the metering and sorting function of incoming USPS mail to the main campus location. In 2013, we will be combining both mail rooms to the central location of Westwood, closing the mail office at HSC.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

The Mail Clerk Messenger positions are entry level and could be performed by another employee with appropriate training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Inventory Control Specialist I - Purchasing

1. Why does this work need to be done at all?

The inventory control specialist I positions are responsible for the asset management and disposal of university property. One position handles the early stages of property management (tagging and recording) up through removal of asset from system. The 2nd position handles the disposal of the asset (sell, trade, donate, etc...). This position also maintains a surplus property center for the repurposing of equipment and furnishings.

2. Can it be absorbed by someone in your department?

One of the inventory control positions is being absorbed in April 2013 by general accounting.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time for the remaining inventory position.

4. Can the work be done by a student or part-time employee or combination of both?

Work could be done by a student or part time – the concern would be the continued training of students with turnover.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

Not specifically reengineered, however when we knew we had a retirement coming and asset management moving from Lawson to Banner, discussion with general accounting provided the ability to train and absorb the core duties of this position. We will not be replacing position in purchasing.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

There may be, not a difficult job to train a person for. Need knowledge of internet posting (Gov Deals auction site), be organized and follow university/state policies and procedures.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Director, Supply Chain - Purchasing

1. Why does this work need to be done at all?

This position provides strategic direction and guidance to the entire supply chain division. Responsible for budget control, hiring, training, and educating all positions to maximize performance. Develop goals and objectives, metrics to measure productivity and performance. Instills excellent customer service and follow up. Is lead for development of supplier diversity initiatives and training, represents the university on various councils/committees.

2. Can it be absorbed by someone in your department?

The supply chain manager could take on some of the director duties but has little procurement background.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time.

4. Can the work be done by a student or part-time employee or combination of both?

No. This is a professional staff position that works independent of the clock.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

In 2010, we hired a manager of supply chain, previously had a manager of central, manager of mail, manager of receiving. We now only have the 1 manager, and supervisors over the respective areas, reporting to director (previously had 2 directors and a AVP in 2009).

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

Being a management position, there may be other individuals with the required management skill set needed to perform functions of the job.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Delivery Worker I and II – Mail Services/Receiving

1. Why does this work need to be done at all?

The delivery worker positions receive and distribute packages, equipment and supplies for all campus/off campus locations, including the hospital. Delay in delivery of goods can impact patient safety, grant research, business operations, and the student experience. For the hospital, many supplies are delivered same morning of a surgery case or STAT to meet a patient need. Mail Services delivery workers also ensure important mailings are delivered and sent out promptly.

2. Can it be absorbed by someone in your department?

No these departments are currently operating with additional help from a .5 temporary worker, and 7 students.

3. Is there another UT employee (either campus) that can absorb this work?

No, these departments are already supplemented by students and temporary employees.

4. Can the work be done by a student or part-time employee or combination of both?

The work must be done regardless of breaks and summer vacations. Students are already employed to fill delivery gaps. 5 (.5) employees are employed in this department.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

The work will slow down considerably or not be done at all.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

The delivery worker positions are entry level and could be performed by another UT employee with appropriate training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Contract Managers - Purchasing

1. Why does this work need to be done at all?

The contract manager positions are responsible for vendor management, proposal facilitation, contract negotiations and spend analysis for the university. Cost savings/cost avoidance are their highest priority. Developing diversity in supplier base, working with sustainability products/suppliers meets the universities goals and objectives in two highly visible areas.

2. Can it be absorbed by someone in your department?

No, this a professional staff position that requires strong procurement knowledge, negotiation skills, ability to communicate, work with, respond to all levels of the organization. Entry level positions (buyers) do not have the needed/required skill sets to easily absorb.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time.

4. Can the work be done by a student or part-time employee or combination of both?

This position is fully utilized and could not be performed by a student due to the specialized knowledge required. Turnover of student population is not conducive to developing breadth of understanding in commodities.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

I am unaware of other individuals with this skill set and training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Contract Analyst - Purchasing

1. Why does this work need to be done at all?

The contract analyst position is responsible for all reporting requirements for state, GPO, diversity, and university need. Spend analytic reports are run quarterly and annually. This position also runs all budget/financial reports for entire supply chain division and researches issues. Dashboard reports are maintained on a monthly basis. Special projects are assigned as needed. This position also provided ongoing Lawson training to campus users.

2. Can it be absorbed by someone in your department?

No, there is no capacity of other professional staff (contract managers) to absorb the varied functions of the analyst position. Entry level positions (buyers) do not have the needed/required skill sets to easily absorb.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of capacity in other positions at this time.

4. Can the work be done by a student or part-time employee or combination of both?

This position is fully utilized and could not be performed by a student due to the specialized knowledge required. Turnover of student population is not conducive to the deadlines required for the various reporting timelines.

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

The reports and budgets likely would not get executed or reviewed within deadlines required. Projects would slow down dramatically without the project management skills of this position.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

I am unaware of other individuals with this skill set and training.

QUESTIONS TO BE ANSWERED BY VP OF THE REQUESTING DEPT

Account Clerk I – Mail Services

1. Why does this work need to be done at all?

This position prepares month end close, tracks metrics, and prepares paperwork to be supplied to accounts payable to replenish metering machines. It tracks three accounts held with the post office including bulk non-profit, postage due and business reply to assure appropriate funding is available so the Hospital and University mailers can send their mail pieces correctly and timely. It also tracks departmental mailing metrics, and assists with budget preparation and tracking. It allocates all p-card transactions, handles all general accounting functions and assists with all other Mail Services business.

2. Can it be absorbed by someone in your department?

No, this is a skilled position that requires specialized postal service and budget/financial knowledge.

3. Is there another UT employee (either campus) that can absorb this work?

I am not aware of any capacity in this level of position at this time.

4. Can the work be done by a student or part-time employee or combination of both?

This position is fully utilized and could not be performed by a student due to the specialized knowledge required. Turnover of student population would require constant training. Work needs to be done full time (through breaks, holidays, summer, etc...)

5. How will this work be done if approval cannot be granted and by whom? Please provide titles and names, if known.

Work may not be done in timely fashion due to management picking up tasks.

6. Has a reengineering of the functional area been completed? If so, please provide the details of the changes made and a current organization chart. Also, provide prior year's org chart.

This area has not been reengineered recently.

7. Is there another UT employee (either campus) who is qualified to perform these duties/responsibilities, even if it would require a job change for them?

Uncertain, there may be other employees with proper training that could perform this function.