



Efficiency in Motion

Process Improvement of Efficiency at Swain Center

UNCW MIT 502 Spring 2019

by Carrie Wright

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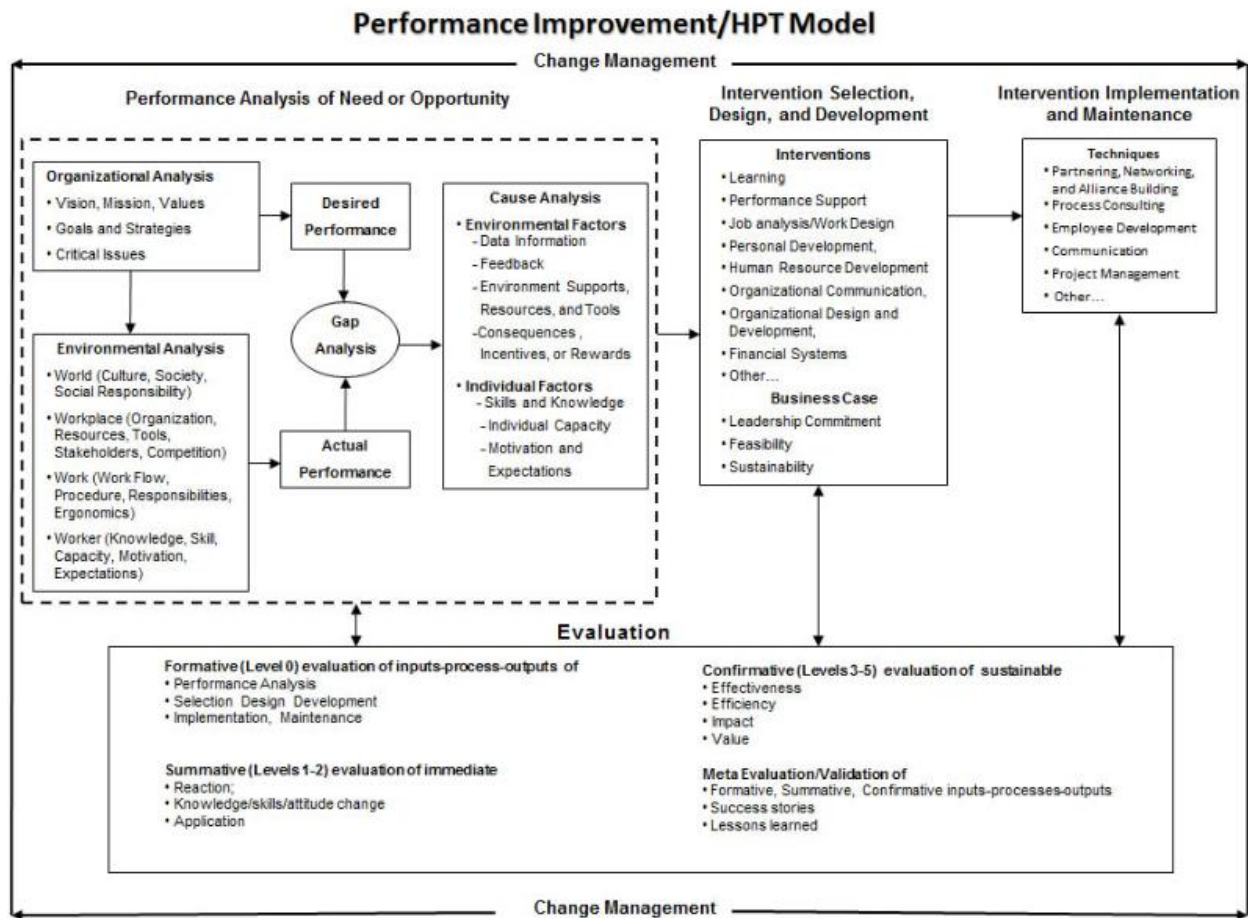
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Executive Summary

This analysis was created for Matt Mylott, Interim Director/Client Relations at the Swain Center for Executive Education at the Cameron School of Business located at UNCW in Wilmington. They provide executive education, professional development, and economic services for UNCW and clients within the community, mostly in Wilmington, but they do occasionally have clients in other parts of the state of North Carolina. In providing services for these clients, they have a “Topsheet” form of different tasks that are needed to be completed at different stages of the development of the products. This form is placed on the top cover of each client’s folder. As this process has many moving parts and a myriad of tasks, key tasks tend to get missed being completed at times. He did not feel this was the best method as tasks are getting missed and wanted another perception on how to tweak their systems and practices in hopes of having a better streamlined process.

HPT Model

The model that was applied in the analysis of this problem was the HPT (Human Performance Improvement) model which was created and expanded upon from the areas of educational technology and instructional technology. The “origins of HPT can be primarily traced back to the work of Thomas Gilbert, Geary Rummler, Karen Brethower, Roger Kaufman, Bob Mager, and Donald Tosti, Lloyd Homme and Joe Harless.”



Efficiency in Motion

Problem Statement

I am completing this project for Matthew Mylott, the Interim Director at the Swain Center for Executive Education and Economic Services at UNC-W. Their office exists to deliver open enrollment professional education programs, which are marketed to the public, that cover topics in high demand; Project Management Certificate, Business Analytics Series, Emotional Intelligence, Trade & Export Bootcamp, Corporate Responsibility & Sustainability, etc. The Swain Center works with several subject matter experts to build these programs.

As this process has many moving parts and a myriad of tasks, key tasks tend to get missed being completed at times. Although, they do have a “Topsheet” [see Appendix A (an itemized checklist of the essential needs of each development program)] they do not feel this is the best method and would like another perception on how to tweak their systems and practices in hopes of having a better streamlined process.

Organizational Analysis

The Swain Center is part of UNCW located in Wilmington, NC. The staff at the Swain Center consists of the Interim Director/Client Relations: Matt Mylott MBA, Regional Economist: Dr. Adam Jones, who provides economic impact studies, Operations Manager: Jennifer Shacher, Paula Salinas, Program Associate, who works part-time remotely managing the healthcare providers program, and from five to seven work study students/interns which varies throughout the year. They work together with different departments located on campus which consists of facilitators such as college faculty and independent contractors, working professionals, and a variety of public client organizations. They provide executive education and economic services.

Vision. “UNCW will be recognized for excellence in everything it does, for its global mindset and for its community engagement.” (UNCW, 2019)

Mission.

Swain Center Mission

The H. David and Diane Swain Center enhances the effectiveness of organizations through economic services, and executive and professional education. The Center’s activities benefit the Cameron School of Business through industry-university connections. UNCW’s values of excellence, integrity, diversity, innovation, and community engagement provide the foundation and philosophy out of which flow the aspirations for the Swain Center.

Executive & Professional Education

For over 30 years the Swain Center has served the business community by connecting our experts with business needs. Our programs reflect the strength of our faculty members in five areas: accounting, finance & economics, marketing, managing & leading, and operations & logistics. Most of our programs are facilitated by UNCW faculty members but we also draw on talented adjunct faculty members and local experts who have significant industry experience.

Economic Services

The center has a long history of providing economic forecasts and impact studies. A regional economist is on our staff. The Economic Outlook Conference, held annually in the fall, is one of our signature events. The year’s upcoming regional and national forecasts are released at the conference and a panel of experts provide local insights.

(UNCW, 2019)

Values. UNCW’s values of excellence, integrity, diversity, innovation, and community engagement provide the foundation and philosophy out of which flow the aspirations for the Swain Center.

Goals. As stated in the Swain Center Catalog, “UNCW’s Swain Center for Executive Education connects university experts with industry needs. We design our program to stay ahead

of global business trends so that you leave equipped to drive positive change across your organization.” (Center, 2018)

Strategies. According to *Fundamentals of Performance Improvement*, “Strategies are the organization’s plan for growing the business. Strategies are needed to determine a market position, identify and nurture customers, compete in the global environment, focus on competitive advantage, achieve broad goals and objectives, and so on.” (Van Tiem, 2012, p. 134)

Products and Services:

Provides executive education, professional development, and economic services with open enrollment and custom training programs. The open enrollment courses are offered twice a year in the spring and fall and are available to the public. Examples of the open enrollment programs are:

- Project Management Certificate
- Business Analytics Series
- Leading with Emotional Intelligence
- Managing Intercultural Conflict
- Leadership Essentials for Nurses (Online)
- Salesforce Administrator Certificate
- Export Bootcamp

Customer Groups or markets:

The Swain Center builds relationships by connecting industry leaders throughout the region with the wealth of knowledge at the Cameron School of Business at UNCW. The building of these relationships are vital to the success of the Swain Center in building custom tailor-made programs for the variety of companies and their workforce. “We endeavor to make our partnerships long-term investments with our clients so that together we monitor and evaluate the efficacy of our programming (Matt Mylott).” Some of the clients that they market to are:

- New Hanover Regional Medical Center
- Wilmington Health
- Thomas Construction Group
- Cape Fear Farm Credit
- New Hanover County
- Live Oak Bank
- NC Bankers Association

In addition to these customers, the Swain Center also provides economic services to:

- State of North Carolina by providing economic forecasts and impact studies
- Economic scorecards with various organizations
- Economic Fellowship with undergraduates majoring in economics

Competitive Advantage:

The only real competition they have locally is CFCC's Professional & Continuing Education, who mostly tailor to a different caliber of customer than the Swain Center. So, the Swain Center has the competitive advantage locally. They face greater competition in other areas such as the Raleigh-Durham area and the Research Triangle Park with NC State, UNC, and Duke. They have had some success in those areas though as they have contacts with Alumni from UNCW.

Product and market priorities:

Their emphasis when it comes to product and marketing strategies is with the online market, and they are searching for more opportunities to deliver programs with content that is not seen elsewhere online. They recently completed an online Leadership Essentials for Nurses program. One of the goals moving forward is to build long-term relationships with larger organizations in order to create repeat business opportunities. They not only focus on providing great products but also monitoring the positive effects of the programs they deliver. Following up with the customers and letting them know they are there and they care will enhance the relationships and provide greater business volume in the future.

Critical Issues. One critical issue that is hindering their goals at this time is that tasks are getting overlooked. When you are entertaining clients, you do not want to miss any steps such as letting them know the location of the meeting, where to park, making sure the catering has been arranged, etc.

Another critical issue I have assessed from my research interviews is not having enough full-time staff and a high turnover of part-time temporary workers. Mr. Mylott and Ms. Shacher both have an overfull load on them at this time and no matter how much they try to monitor every task to see that they are complete, you can only do so much.

Environmental Analysis

The world around the Swain Center is very diverse as it is part of UNCW and has many clients from a variety of workplaces located throughout North Carolina and on campus also. The Swain Center is located at UNCW in Wilmington, NC and they rely on the facilitators (the college's faculty and independent contractors), working professionals who attend their open enrollment courses, and client organizations who purchase custom executive education programming from the Swain Center.

They provide executive education and economic services at UNC-W. Their office exists to deliver open enrollment professional education programs, which are marketed to the public, that cover topics in high demand such as; Project Management Certificate, Business Analytics Series, Emotional Intelligence, Trade & Export Bootcamp, Corporate Responsibility & Sustainability, etc. The Swain Center works with several subject matter experts to build these programs.

Gap Analysis

Desired State. The desired state is to have an office that is efficient where they do not miss accomplishing any of the tasks that are of great necessity to not only them but also to their clients.

Actual State. The actual state is that tasks are being missed, although according to Mr. Mylott is not always the same thing each time. Listed below are some missed tasks that were mentioned by him.

- Room reservations
- Catering orders
- Failure to acquire temporary computer access for participants in time
- Designating parking areas

- Requesting temporary Epasses
- Ordering supplies in time
- Flip charts
- Easels
- Preferences for room setup
- AV requests

Performance Gap. The gap here is that 100% all tasks are not being completed which I have gathered may be due to several factors according to the information that was collected in examining the stated issue. The named tasks and number of tasks being missed varies from project to project so it is not feasible to measure it quantitatively or qualitatively. My suggestion would be for the Swain Center to have a way to collect this data to see which tasks are getting missed the most and focus on eliminating these problems one at a time, the tasks being missed the most first.

Purpose

The purpose of this project was to analyze why tasks were not being completed in hopes of improving the efficiency of the Swain Center. These tasks which are mentioned above in the “actual state” are important factors in catering to their clients. To my knowledge through the information gathered from interviews with Mr. Mylott, these tasks vary in their frequency and there is not a way to measure which task is getting missed the most. Their office exists to deliver open enrollment professional education programs which are marketed to the public. They are part of a very diverse community embedded in a university setting and have clients not only on campus but also throughout the state of North Carolina. When they have scheduled meetings with clients, it is important that all the necessary tasks are completed such as parking, catering, venue, etc. to avoid disorder and confusion and to build confidence with the customers. In the

next section, I will discuss the possible causes for the tasks not being accomplished 100% efficiently.

Cause Analysis

After speaking to Mr. Mylott about the problem he stated they were having, I decided to send him some follow up questions by email to assess this stated problem further to assist in getting down to the root cause of why important tasks were getting missed (See Table 1).

I then conducted a one-hour interview by phone with Jennifer Shacher to also obtain her input on the issues Mr. Mylott had given, her opinion on the tasks being incomplete at times and what the possible causes could be, and more information on the flow of the work and the day-to-day processes at the Swain Center (See Table 2). This was followed up by a few more questions through email and text correspondence. She had also referred to another form they use called “Handoff to Operations” (See Appendix B). According to what is included on the form, it seems to be a list of tasks that they need to be handled by operations and is intended to eliminate any questions on what is needed.

As I gathered information on what was contributing to the problem of tasks getting missed, the main causes of this issue that stood out to me were there is not enough time or staff to handle the myriad of tasks that need to be accomplished. This results in a breakdown in correspondence because there is not enough time to follow up i.e., check emails, make phone calls, etc.

Causes	
Not enough time	
<ul style="list-style-type: none"> • follow up on correspondence • conduct/follow up on all the tasks that are needed 	
Lack of resources	
<ul style="list-style-type: none"> • full-time employees 	

- support for events

Poor communication between team and facilitators

- Due to having lack of time and resources to follow up on emails, phone calls, etc.

Workload is too heavy

- Mr. Mylott is doing two jobs:
 - Interim Director
 - Client Relations
- Jennifer Shacher wears multiple hats
 - Operations Manager
 - Also performing Human Resources with constant training and management of 3 to 6 work study students and interns
 - Setting up for events; tables, chairs, etc.

Interventions/Feasibility

In researching ways to help manage the tasks and manage time at the Swain Center, I searched for possible solutions on the internet for managing project tasks and also researched UNCW Campus Life Events to see if this was a possible option the Swain Center could use as a resource for events they arrange with clients. I also consulted two SME (subject matter experts) to obtain their recommendations.

This first SME I interviewed was Tom Baynes, who has been employed at Campus Life as a Technical Coordinator for 4 years. He is also two-thirds of the way through the Masters of Instructional Technology graduate program at UNCW, so he not only has knowledge of managing

Welcome to Campus Life Events and Reservations!

Are you looking to reserve space in Warwick, Burney, the Student Center or the Union? The Events and Reservations office can help you find the right location, provide the technical support appropriate for your needs, and connect you with the resources to ensure a successful event.

events but also managing projects in instructional technology/design. I was aware that this

service existed on the UNCW campus and wanted to obtain more information from Tom as I knew he had been employed there for several years. He stated that they do provide facilities for reservation which would include the set up of the room, i.e., chairs, tables, etc. This would be a great service for the Swain Center to utilize as I believe that most of the services would be free or low-cost and it would free up a lot of valuable time that can be used on other tasks. Amanda Johnson is the Assistant Director and you could set up an appointment with her for more details on the services offered. Links to more information are provided in the table below. He also suggested the use of e-learning modules for training and job aids to assist with training of work study and intern students.


The second SME I interviewed was Misty Mangiacapre. She obtained her master's in data analytics at NC State and a master's in chemistry at UNCW. She also has experience in teaching chemistry lab classes at UNCW. She is currently employed as a data analyst at Live Oak Bank in Wilmington. I was aware that her experiences involved teamwork and multitasking numerous projects at a time. She highly recommended using "asana", a project management software program. This is the tool that they use to manage their projects and she considers it a highly effective tool. Listed below are some of the features she likes about using Asana:

- Data driven allowing the ability to analyze where projects are being bottlenecked
- Content can be organized into teams
 - Projects
 - Tasks
 - Can be assigned to a specific team member with a set due date
 - When task is complete the team member checks it off
 - It has a mobile app allowing team members to keep track of tasks that have been assigned to them

After taking in all the information that was reviewed into consideration including the input from the SME's, the interventions I suggest are listed in the table below.

Interventions		
Selected Interventions	Suggestions	Feasibility
Learning Intervention <ul style="list-style-type: none"> Online/e-Learning 	<ul style="list-style-type: none"> Create self-directed eLearning training modules for part-time workers such as work-study students and interns. I would suggest having an evaluation at the end of each module before they can move to the next subject. I would also encourage them to have a notebook to take notes. <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time so that emails/correspondence are answered resulting in tasks not getting missed. ➤ Reduces workload 	<p>100% due to being part of an elite education system.</p> <p>An administrative assistant is in the process of being added to the team who can help assist with this and can free up time for the other office staff.</p>
Human Resource Development <ul style="list-style-type: none"> Staffing Retention Health and Wellness 	<ul style="list-style-type: none"> “Staffing is a critical talent management function, and both the organization and the employee benefit from careful planning...As Drucker, the management guru, said: “No other decisions are so long lasting in their consequence or so difficult to unmake...” (Van Tiem, 2012) <ul style="list-style-type: none"> It is important to make sure that you have and retain full-time quality staff to maintain a lucrative business. <ul style="list-style-type: none"> Reduce high turnover Competitive pay Maintain a healthy workload, i.e., stress factors Health and Wellness – It is critical to have enough staff to handle the workload efficiently at the Swain Center. This will eliminate overtime hours and decrease the workload on employees which will result in less 	<p>This is mostly an organizational/HR issue that the Swain Center may not have control over.</p> <ul style="list-style-type: none"> High Turnover Competitive Pay <p>There are two new employees coming on board; Interim Director, Administrative Assistant.</p> <p>The extra employees being added and dividing the workload evenly can help to reduce the workload and stress of the employees.</p> <p>Employing the FREE resources of the UNCW MIT Dept. grad students on analyzing problems,</p>

	<p>stress, happier healthier employees, and increase efficiency.</p> <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time so that emails/correspondence are answered resulting in tasks not getting missed. ➤ Reduces workload/spreads it out between added employees/grad students 	<p>creating eLearning Modules, Flyers, etc. would help in solving problems and time. They have projects every semester.</p>
<p>Performance Support Tools</p> <ul style="list-style-type: none"> • Job Aids 	<ul style="list-style-type: none"> • Job aids to assist staff and work study students/interns such as a guide book. <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time for employees so that they can focus on tasks that need to be completed, have time to answer emails/correspondence. 	<p>I give this a 100% feasibility rating.</p> <p>Extra resources for assisting with creation:</p> <ul style="list-style-type: none"> • Administrative Assistant • Intern • MIT Grad Students • Possible other resources at UNCW
<p>Job Analysis/Work Design Interventions</p> <ul style="list-style-type: none"> • Quality Improvement <ul style="list-style-type: none"> ○ Continuous improvement ○ Preventive maintenance 	<ul style="list-style-type: none"> • Utilize the services of the instructional technology students (their may be other departments also). This is FREE. It not only helps the students learn but also provides great analytical services to businesses/schools. • Benefits: <ul style="list-style-type: none"> ○ Use of instructional technology/design techniques to analyze processes/problems which provide recommended interventions, resources, updates on technology, etc. ○ creation of learning modules, posters, redesigns of webpages, PowerPoints, Articulate Storyline, etc. <p>Results:</p>	<p>100% feasible as there are free resources with the UNCW MIT Dept and the multiple projects that grad students must create every semester.</p> <p>You may reach out to Dr. Raymonde Pastore or Daisyane Barreto for more information.</p>

	<p>➤ Continuous analysis of processes and creation of free educational materials by MIT students at UNCW will free up time for employees so they can focus on their jobs and tasks resulting in 100% efficiency.</p>	
<p>Organizational Communication Interventions</p> <ul style="list-style-type: none"> • Content Management • Information System <ul style="list-style-type: none"> ○ Project Management Software 	<p>As suggested by Misty Mangiacapre, data analyst at Live Oak Bank, a project management software would help significantly in managing the tasks. I believe this would be a positive way to manage tasks so that tasks are not getting missed. She recommended using the software program asana. (asana, 2019)</p>  <p>(Asana, n.d.)</p> <p>Option 2:</p> <p>Microsoft Project</p> <p>(Microsoft, 2019)</p> <p>Results:</p> <p>➤ Reliable and efficient way to manage projects and tasks. This would allow that tasks are not being missed as it would send you alerts to not only your email but also your phone.</p>	<p>Asana</p> <ul style="list-style-type: none"> • Pricing • Compared to other tools <p>Microsoft Project</p> <ul style="list-style-type: none"> • Pricing • Get the free eBook

	<ul style="list-style-type: none"> ➤ The project database will allow you to run reports, so you can further analyze where problems are happening and at what stage of the process they are happening. 	
Organizational Design & Development Interventions <ul style="list-style-type: none"> • Empowerment <ul style="list-style-type: none"> ○ Team Strategies ○ Problem Solving • Organizational Pro-Action <ul style="list-style-type: none"> ○ Strategic Planning 	<p>Campus Life</p> <p>Conferences, Events, and Reservations</p> <ul style="list-style-type: none"> • UNCW's Facilities Use Policy (UNCW, 2019) • Events and Reservations Policies and Procedures • Fee Schedule <p>(UNCW, 2019)</p> <p>Results:</p> <ul style="list-style-type: none"> ➤ Will free up time and workload by letting another facility handle task that are necessary for catering to your client's needs when having meetings, events, etc. 	<p>100% feasible as Campus Life is a great resource and is part of UNCW which is convenient and adheres to the same values. This resource can be used strategically to handle a lot of the issues with arranging facilities, setting up tables, obtaining needed equipment, etc. Some services are free, and some are low-cost.</p>

Recommendations

In review of the previous table of interventions suggested, it seems that one of the most important factors for improvement have already or is in the process of being implemented, and that is, the hiring of additional staff. As the causes of the problem found in the analysis were having a heavy workload due to lack of resources (employees) which lead to not having enough time to perform all the tasks that are required which also lead to poor communication, the hiring of additional staff was a great move. As the business grows at the Swain Center, it will be an important factor to retain well-trained staff and pay them a competitive wage to reduce high

turnover and make sure you have enough employees. Take steps to eliminate overtime hours and decrease the workload on employees which will result in less stressed, happier, healthier employees and increase efficiency. One way to decrease this workload is to take advantage of the free/low-cost resources at UNCW's Campus Life Events and the free resource of instructional technology students who are seeking clients for projects every semester. It may be a good idea to seek out these students for your work study and internship positions. They are involved in learning how to design and develop with multiple projects such creation of eLearning modules, PowerPoint presentations, video productions, and using various instructional technology modules to analyze and create training and process improvements.

The process improvement recommendation from this analysis would be to implement a project management software system such as Asana or MS Project. These data-driven software programs are low cost and would be a great way to manage the multiple tasks that are necessary to be implemented and will allow the Swain Center the ability to analyze projects to see what processes are being bottlenecked and at what stage so that improvements can be made quickly. This change will also show your customers that you are well organized and running an efficient business.

Appendices

Appendix A: Topsheet

Program: _____ Staff Assigned: _____ Facilitator(s): _____

Date(s)	Time(s)	Location	Enrollment
			From _____ To _____
			Final # Registered:

Tabs needed for folder (circle): Proposal, Facilitators, Invoices, Materials, Roster, Class Correspondence, Evaluations

Initial First column when completed & 2nd column → in process

Program Description	
<input type="checkbox"/>	1 page flyer (open enrollment) or proposal
Facilitator	
<input type="checkbox"/>	Facilitator(s) confirmed by email
<input type="checkbox"/>	Facilitator Agreement SIGNED received
<input type="checkbox"/>	Calendar appointment sent with location & times
<input type="checkbox"/>	Debrief meeting scheduled w/ facilitator post program
<input type="checkbox"/>	Sent participant roster (names, organizations, title)
Technology	
<input type="checkbox"/>	Webpage & plasma slide created
<input type="checkbox"/>	ACEWARE registration is live or private
<input type="checkbox"/>	Needed: Certwise WebEx Blackboard Hawkwifi
<input type="checkbox"/>	Shell created
<input type="checkbox"/>	Access requested for participants
<input type="checkbox"/>	Access given/provided to facilitator
<input type="checkbox"/>	Participant logins are prepared
<input type="checkbox"/>	Content added
<input type="checkbox"/>	Special kits requested for participants
Reservations	
<input type="checkbox"/>	Room reserved, confirmation received.
<input type="checkbox"/>	Parking reserved, confirmation received.
<input type="checkbox"/>	Catering ordered, confirmation received.
<input type="checkbox"/>	Tables reserved, confirmation received.
<input type="checkbox"/>	Housekeeping request to clean UNCW rooms
Invoice/Pay/Cost	
<input type="checkbox"/>	Client invoiced.
<input type="checkbox"/>	Multi dates list here:
<input type="checkbox"/>	Pay action processed for facilitator
<input type="checkbox"/>	Manual registrations/payments entered in ACEware

Marketing	
<input type="checkbox"/>	Marketing: On-campus
<input type="checkbox"/>	Marketing: Flyers, Brochures, and Internal ads
Content	
<input type="checkbox"/>	Textbooks or Materials are ordered or printed
<input type="checkbox"/>	PPT/handouts received from facilitator
<input type="checkbox"/>	Roster obtained for custom program
<input type="checkbox"/>	Tent cards: _____ Printed (or) _____ Dry-Erase
<input type="checkbox"/>	Welcome packets for participants/facilitator prepared
<input type="checkbox"/>	Sample packet in program folder file
<input type="checkbox"/>	Parking email sent to participants
<input type="checkbox"/>	Facilitator/Swain class emails filed in program folder
<input type="checkbox"/>	Swag packed (list here):
2 weeks out from program:	
<input type="checkbox"/>	Qualtrics Evaluation automated for participants
<input type="checkbox"/>	Print course roster/check-in sheet from ACEWARE
<input type="checkbox"/>	Equipment packed (list here):
<input type="checkbox"/>	Case Prepared with materials(map, agenda, faculty bios)
Day of	
<input type="checkbox"/>	Classroom & Check-in set up
<input type="checkbox"/>	Attendance taken & filed
5-10 days post event	
<input type="checkbox"/>	Program budget report completed
<input type="checkbox"/>	Record actual attendance in ACEWARE
<input type="checkbox"/>	Print & review evaluation results
<input type="checkbox"/>	Summarize debrief meeting actions.

Appendix B: Handoff Template

Handoff to Operations

Goal is to provide sufficient information to reduce questions from operations

Today's Date:

Person Completing Form:

Program Name & Type		
Program Date(s) / Times		
Program Location	On / off campus	<i>Note preferences</i>
Room Setup	Workgroup Classroom Lecture	Min & Max Participants:
Swag (<i>reflected in attached budget</i>)	List here	
Facilitator(s) Name(s) <i>Email non UNCW facilitators. If multiple then who is doing what</i>		
Facilitator Pay	/hr for facilitation /hr for prep	Prep paid only if materials are delivered on time. \$ planning hours for materials on time.
Meetings to set-up	Client:	Facilitator:
Learning Outcomes for Facilitator		
Facilitator Expected Deliverables		<i>Additional:</i>
ACEWARE	Private Public	<i>Notes: See below</i>

Notes:

Tables

Table 1. *Interview with Matthew Mylott*

Interview with Matthew Mylott	
Questions Asked	Answers
<p>Who are the stakeholders?</p> <p>Additional information he shared:</p> <p>Each staff member plays equally vital roles in prepping for a course/workshop. Our facilitators have a role as well, particularly with delivering their content to us on time, so we have opportunity to review before delivering a course.</p>	<ul style="list-style-type: none"> • Interns • Student Workers • Facilitators (UNCW faculty & independent contractors) • Working professionals who attend our open enrollment • Client organizations who purchase custom executive education programming from Swain Center
<p>Are there any funds to pay grad assistants/work study or implement a new paid position?</p>	<ul style="list-style-type: none"> • Funds are paid to our work study students. • Interns are not paid as their experience typically is accompanied by course credit. • We are currently working on opening a new paid position for administrative support.
<p>How many projects are worked on monthly?</p>	<ul style="list-style-type: none"> • This varies drastically depending on the time of year. • On an average month, we probably are working on the planning portion of about a dozen programs.
<p>How long does each project usually take to accomplish?</p>	<ul style="list-style-type: none"> • Prepping for a program also varies drastically: <ul style="list-style-type: none"> ○ Some programs are multiday sessions carried out over weeks or months ○ Other programs are 3-4 hours and are a one-time offering • On average, at least 2 months are needed to allot appropriate amount of time for planning.
<p>Does your team work on each project individually or always as a team?</p>	<p>All programs and projects are accomplished collectively as a team.</p>

<p>Are individual tasks split up among the team? If so, are they always divided the same for each project?</p>	<ul style="list-style-type: none"> • Individual tasks are usually split up amongst the team members. • Each team member typically oversees the same tasks for developing and planning a program.
<p>What key pieces/tasks are being overlooked? Is it always the same things being overlooked for each project?</p>	<ul style="list-style-type: none"> • Tasks overlook vary between projects, so it is not always the same things being missed. <ul style="list-style-type: none"> ○ Room reservations ○ Catering orders ○ Failure to acquire temporary computer access for participants in time ○ Designating parking areas ○ Requesting temporary Epasses ○ Ordering supplies in time • Poor communication between our team and facilitators has caused facilitator request to be missed <ul style="list-style-type: none"> ○ flip charts ○ easels ○ preferences for room setup ○ AV requests
<p>What technology/tools do you use now? I believe you mentioned these:</p> <ul style="list-style-type: none"> • Google Drive • OneDrive • MS Teams? • Excel? 	<ul style="list-style-type: none"> • We use all the proprietary software programs the University uses: <ul style="list-style-type: none"> ○ AiM ○ Canvas ○ Aceware ○ Sammy drive • We also use: <ul style="list-style-type: none"> ○ Microsoft Word ○ Publisher ○ Excel ○ Google Drive ○ OneDrive • I don't believe we have ever used MS Teams. • HubSpot is our CRM
<p>What have you tried in the past that did not work?</p>	<p>We have historically used the “top sheet” affixed to the program folder as the means of tracking what has been done and what needs to be done, and as simple of a process this is, things get overlooked frequently.</p>

Do you receive feedback from the customers?	We always do a program survey at the end of a program. Sometimes we deliver it electronically using Qualtrics, but we regularly use hard copies as well.
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Table 2. *Interview with Jennifer Shacher*

Interview with Jennifer Shacher	
Questions/Comments	Answers
What are some performance drivers that are now blocking or aiding performance or might do so in the future?	<ul style="list-style-type: none"> • Internal changes <ul style="list-style-type: none"> ○ Organizational changes ○ Work changes ○ Performance changes ○ Social responsibilities • External changes <ul style="list-style-type: none"> ○ Competition
What reasons do you think are contributing to tasks are getting missed?	<ul style="list-style-type: none"> • Matt is doing the job of two people which takes up all his time. <ul style="list-style-type: none"> ○ Interim Director ○ Client Relations • She is receiving last minute requests which results in her having to: <ul style="list-style-type: none"> ○ Drop what she is working on ○ Might not have enough help at the time ○ Drop other duties in the office ○ Throw together training modules really quick • Organizational Issues <ul style="list-style-type: none"> ○ High turnover rate ○ Lack of support/time/employees ○ Organization was restructured in 5/2016 resulting in: <ul style="list-style-type: none"> ○ her having more responsibilities <ul style="list-style-type: none"> ▪ Sales for custom programs ▪ Custom programs/companies training • On top of having a full load of projects that I am working on, I also spend time doing HR: <ul style="list-style-type: none"> ○ Responsible for 6 part-time people at this time (would be better to have 2 full-time workers) ○ training and re-training interns/grad assistants/student

	<p>workers and managing/following up on their work</p> <ul style="list-style-type: none"> ○ Tasks are not getting completed sometimes by the part-time help/support ○ making/managing schedule <ul style="list-style-type: none"> • Have had temporary workers which sometimes were: <ul style="list-style-type: none"> ○ Not dedicated ○ Not consistent • She works 40+ hours every week • The overload of work and lack of support results in her creating one-pager new proposals and invoices. • She has to leave the office empty at times because there is no one to stay there to keep it open while she has to run out and handle issues.
Additional staff being added	<ul style="list-style-type: none"> • New Interim Director hired (Matt can focus on Client Relations now) • Administrative Support full-time position
Suggestions for Improvement	<ul style="list-style-type: none"> • Full-time office person who can be there all the time • If a new project management software is implemented, it would need to be <i>user-friendly</i>.


Table 3. *Causes*

Causes
Not enough time
<ul style="list-style-type: none"> • follow up on correspondence • conduct/follow up on all the tasks that are needed
Lack of resources
<ul style="list-style-type: none"> • full-time employees • support for events
Poor communication between team and facilitators
<ul style="list-style-type: none"> • Due to having lack of time and resources to follow up on emails, phone calls, etc.
Workload is too heavy
<ul style="list-style-type: none"> • Mr. Mylott is doing two jobs: <ul style="list-style-type: none"> ○ Interim Director ○ Client Relations • Jennifer Shacher wears multiple hats <ul style="list-style-type: none"> ○ Operations Manager ○ Also performing Human Resources with constant training and management of 3 to 6 work study students and interns ○ Setting up for events; tables, chairs, etc.

Table 4. *Interventions*

Interventions		
Selected Interventions	Suggestions	Feasibility
Learning Intervention <ul style="list-style-type: none"> Online/e-Learning 	<ul style="list-style-type: none"> Create self-directed eLearning training modules for part-time workers such as work-study students and interns. I would suggest having an evaluation at the end of each module before they can move to the next subject. I would also encourage them to have a notebook to take notes. <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time so that emails/correspondence are answered resulting in tasks not getting missed. ➤ Reduces workload 	<p>100% due to being part of an elite education system.</p> <p>An administrative assistant is in the process of being added to the team who can help assist with this and can free up time for the other office staff.</p>
Human Resource Development <ul style="list-style-type: none"> Staffing Retention Health and Wellness 	<ul style="list-style-type: none"> “Staffing is a critical talent management function, and both the organization and the employee benefit from careful planning...As Drucker, the management guru, said: “No other decisions are so long lasting in their consequence or so difficult to unmake...” (Van Tien, 2012) <ul style="list-style-type: none"> It is important to make sure that you have and retain full-time quality staff to maintain a lucrative business. <ul style="list-style-type: none"> Reduce high turnover Competitive pay Maintain a healthy workload, i.e., stress factors Health and Wellness – It is critical to have enough staff to handle the workload efficiently at the Swain Center. This will eliminate overtime hours and decrease the workload on 	<p>This is mostly an organizational/HR issue that the Swain Center may not have control over.</p> <ul style="list-style-type: none"> High Turnover Competitive Pay <p>There are two new employees coming on board; Interim Director, Administrative Assistant.</p> <p>The extra employees being added and dividing the workload evenly can help to reduce the workload and stress of the employees.</p> <p>Employing the FREE resources of the UNCW</p>

	<p>employees which will result in less stress, happier healthier employees, and increase efficiency.</p> <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time so that emails/correspondence are answered resulting in tasks not getting missed. ➤ Reduces workload/spreads it out between added employees/grad students 	<p>MIT Dept. grad students on analyzing problems, creating eLearning Modules, Flyers, etc. would help in solving problems and time. They have projects every semester.</p>
<p>Performance Support Tools</p> <ul style="list-style-type: none"> • Job Aids 	<ul style="list-style-type: none"> • Job aids to assist staff and work study students/interns such as a guide book. <p>Results:</p> <ul style="list-style-type: none"> ➤ Frees up time for employees so that they can focus on tasks that need to be completed, have time to answer emails/correspondence. 	<p>I give this a 100% feasibility rating.</p> <p>Extra resources for assisting with creation:</p> <ul style="list-style-type: none"> • Administrative Assistant • Intern • MIT Grad Students • Possible other resources at UNCW
<p>Job Analysis/Work Design Interventions</p> <ul style="list-style-type: none"> • Quality Improvement <ul style="list-style-type: none"> ○ Continuous improvement ○ Preventive maintenance 	<ul style="list-style-type: none"> • Utilize the services of the instructional technology students (there may be other departments also). This is FREE. It not only helps the students learn but also provides great analytical services to businesses/schools. • Benefits: <ul style="list-style-type: none"> ○ Use of instructional technology/design techniques to analyze processes/problems which provide recommended interventions, resources, updates on technology, etc. ○ creation of learning modules, posters, redesigns of webpages, PowerPoints, Articulate Storyline, etc. <p>Results:</p>	<p>100% feasible as there are free resources with the UNCW MIT Dept and the multiple projects that grad students must create every semester.</p> <p>You may reach out to Dr. Raymonde Pastore or Daisyane Barreto for more information.</p>

	<ul style="list-style-type: none"> ➤ Continuous analysis of processes and creation of free educational materials by MIT students at UNCW will free up time for employees so they can focus on their jobs and tasks resulting in 100% efficiency. 	
Organizational Communication Interventions <ul style="list-style-type: none"> • Content Management • Information System <ul style="list-style-type: none"> ○ Project Management Software 	<p>As suggested by Misty Mangiacapre, data analyst at Live Oak Bank, a project management software would help significantly in managing the tasks. I believe this would be a positive way to manage tasks so that tasks are not getting missed. She recommended using the software program asana.</p>  <p>Another option: Microsoft Project</p> <p>Results:</p> <ul style="list-style-type: none"> ➤ Reliable and efficient way to manage projects and tasks. This would allow that tasks are not being missed as it would send you alerts to not only your email but also your phone. ➤ The project database will allow you to run reports, so you can further analyze where problems are happening and at what stage of the process they are happening. 	<p>Asana</p> <ul style="list-style-type: none"> • Pricing • Compared to other tools <p>Microsoft Project</p> <ul style="list-style-type: none"> • Pricing • Get the free eBook

Organizational Design & Development Interventions <ul style="list-style-type: none"> • Empowerment <ul style="list-style-type: none"> ○ Team Strategies ○ Problem Solving • Organizational Pro-Action <ul style="list-style-type: none"> ○ Strategic Planning 	<p>Campus Life (Conferences, Events, and Reservations)</p> <ul style="list-style-type: none"> • UNCW's Facilities Use Policy • Events and Reservations Policies and Procedures • Fee Schedule <p>Results:</p> <ul style="list-style-type: none"> ➤ Will free up time and workload by letting another facility handle task that are necessary for catering to your client's needs when having meetings, events, etc. 	<p>100% feasible as Campus Life is a great resource and is part of UNCW which is convenient and adheres to the same values. This resource can be used strategically to handle a lot of the issues with arranging facilities, setting up tables, obtaining needed equipment, etc. Some services are free, and some are low-cost.</p>

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