

Rutgers, The State University of New Jersey
Division of Grant & Contract Accounting

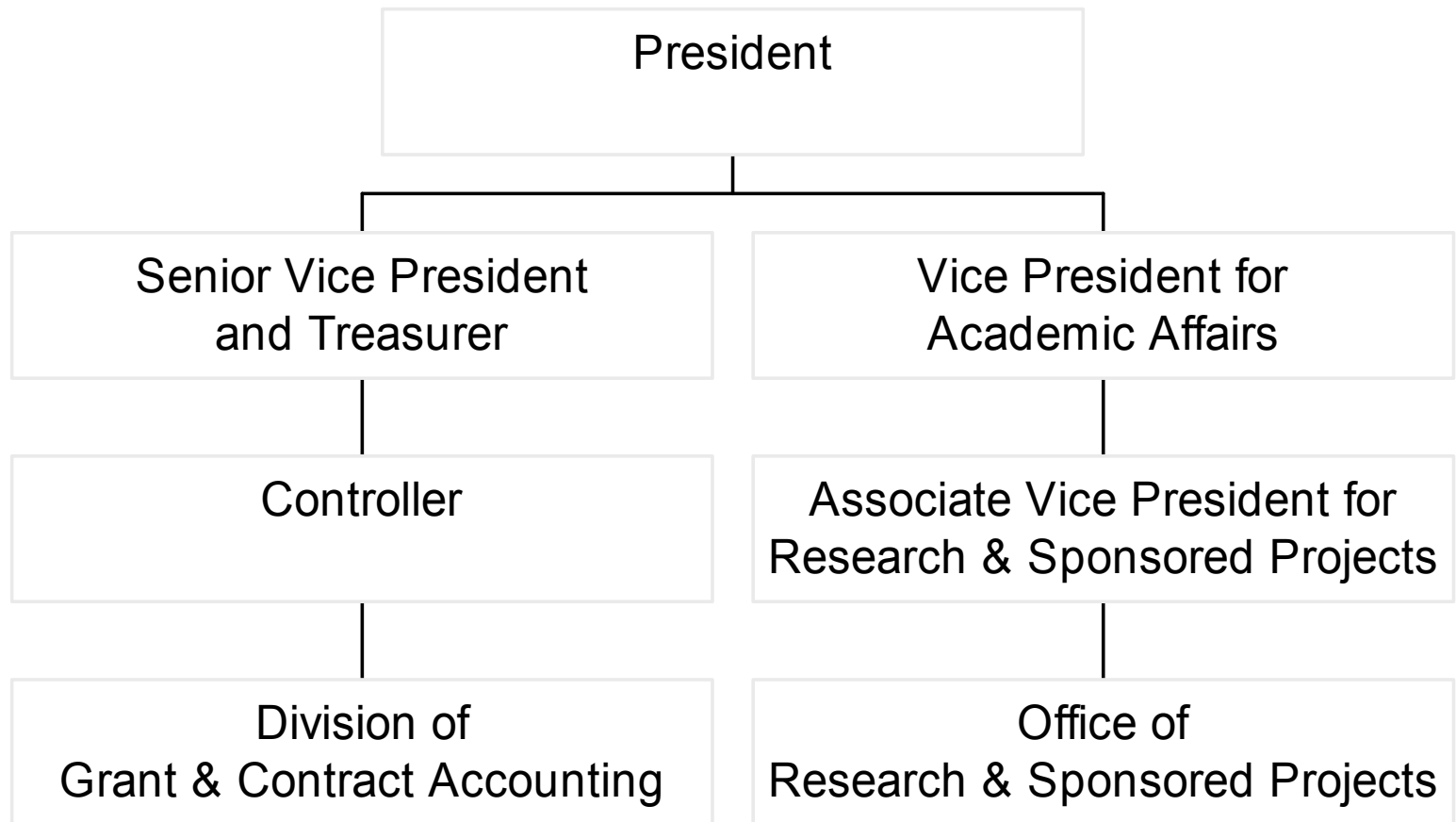
**Post Award Administration
Accountant Workload Redistribution**

**From
Assignment by Sponsor
To
Assignment by Academic
Department**

Rutgers at a Glance

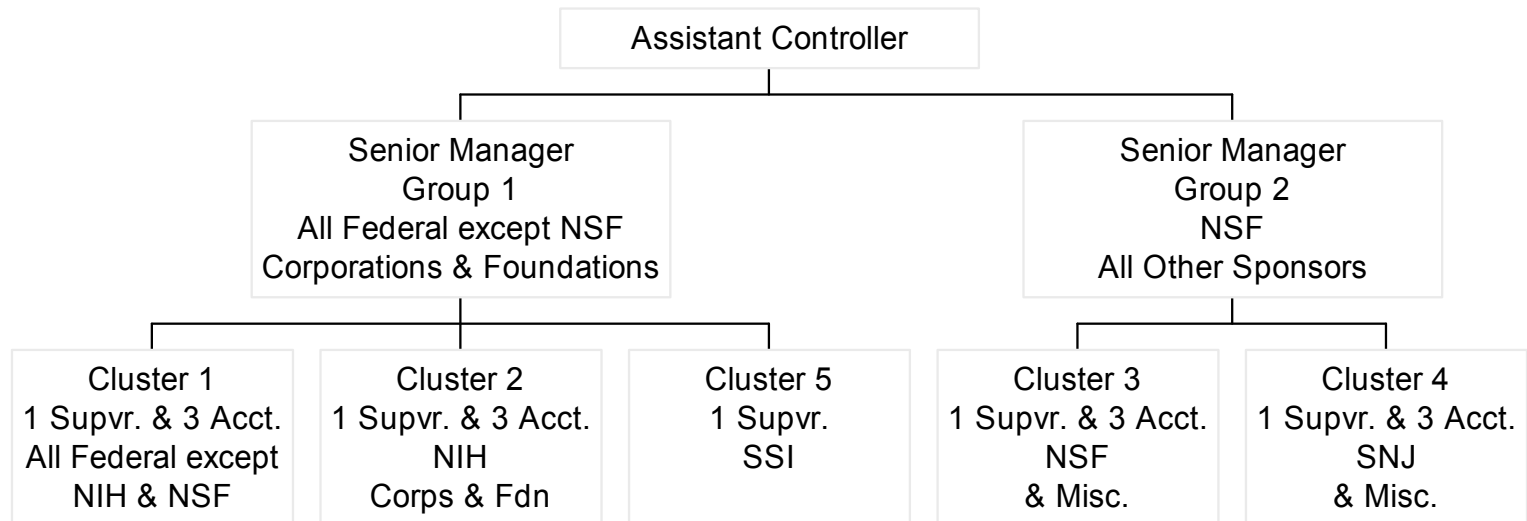
- Chartered in 1766 as Queen's College
- Eighth oldest college in the nation
- Named New Jersey's land-grant college in 1864
- Member of the Association of American Universities
- Made up of 29 degree-granting schools and colleges, 16 of which offer graduate programs of study (No medical school)
- Enrolls a total of 48,000 students from nearly every state and over 120 foreign countries, 13,500 of whom are graduate students
- Employs over 13,000 individuals as staff and faculty
- Research and Training Awards
 - FY1999, \$165,872,573
 - FY2000, \$185,808,496
 - FY2001, approximately \$220,000,000

Research Administration at Rutgers University



Prior to Redistribution

Research Accounting Group Only (does not include Cost Accounting & IT Areas)



Reasons for Change

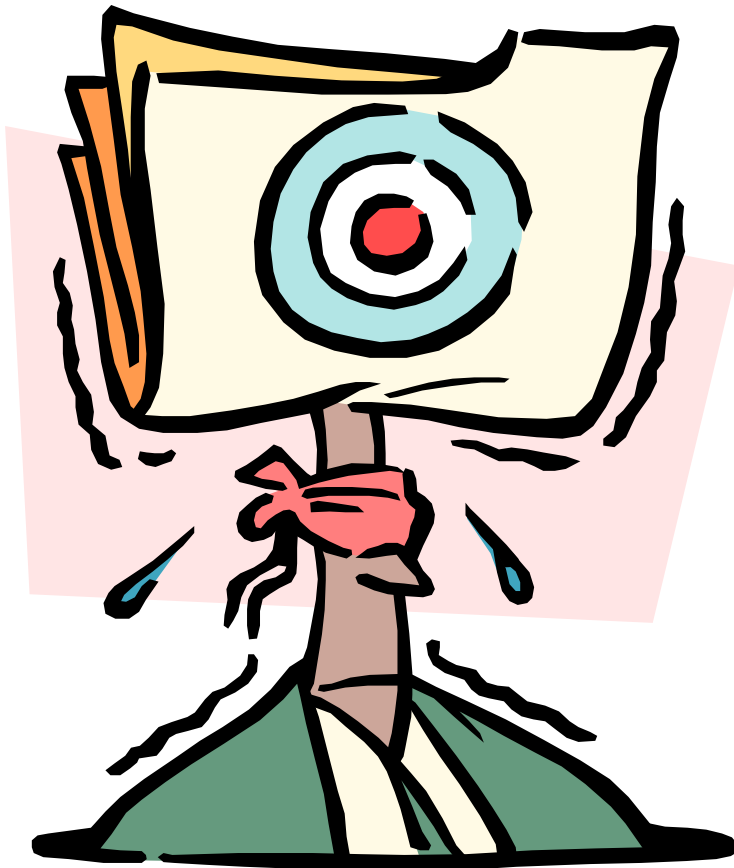
- Better Service to Departments
 - One contact in Grant Accounting
 - More individualized attention
- Improved Job Satisfaction for Accounting Staff
 - Greater challenge
 - Expansion of skill base
 - Larger variety of tasks
 - More interaction with the departments
 - Feeling more “a part of the research”
 - Lower turnover, or at a minimum, less impact from turnover

Challenges to be Faced



- **Possible loss of expertise of staff members**
- **Extensive training required**
- **Managing sponsor contacts**
- **Overcoming resistance to change**
- **Determining an Equitable redistribution of the work**

Phase 1



- Introduction to staff
- Discussion of pro's & con's with staff
- Brainstorming with staff on how to address issues
- Develop a formalized plan

Phase 2

- Address staff's concerns
- Plan for training needs
- Develop a method to redistribute the work
- Analyze the business process changes



Phase 2 –Concerns of Staff



- Loss of Expertise
- Training
- Contact with Agencies
- WHY?
- Resistance to Change
- Promotions & on site Satellite Offices

Phase 2 -Training

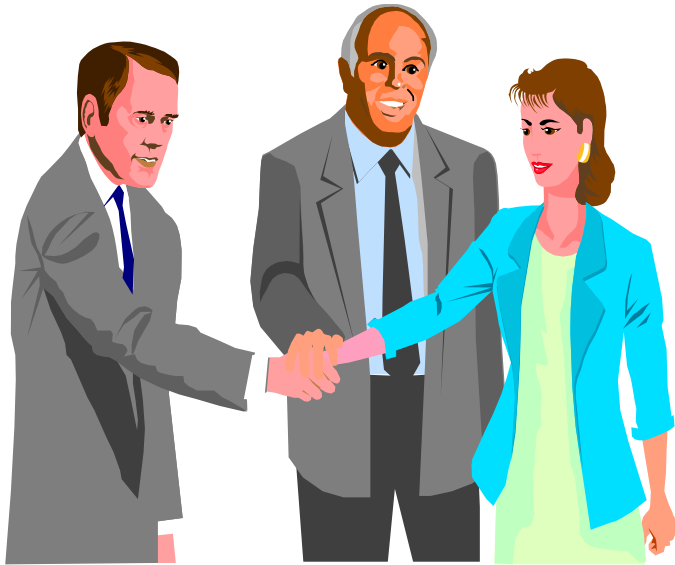
- Training sessions on all major sponsors
- Hotsheets
- Updated website with links to sponsors
- Agency specialists
- More interaction amongst staff



Phase 2 – Redistribution Plan

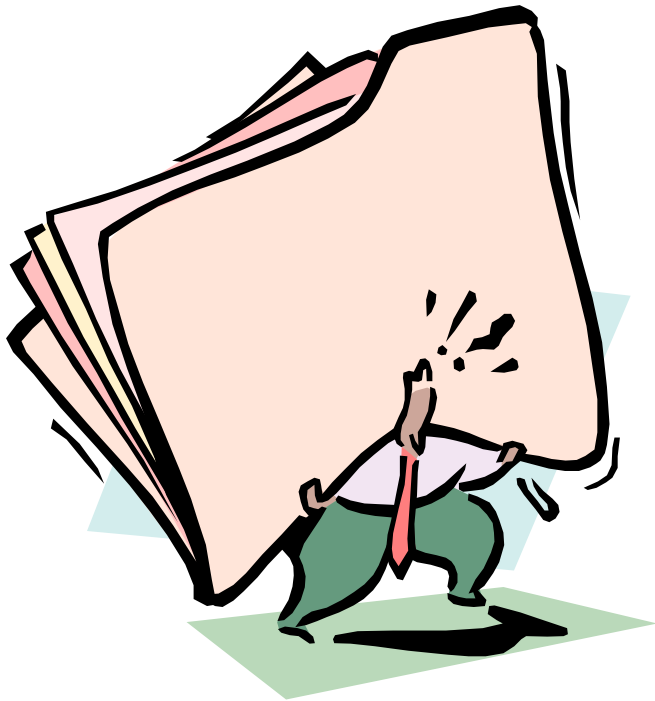
- Develop weighting method for accounts
- Consider how staff member's experiences align with department's sponsor base
- Consider what will be moved –Active, Expired, Closed, Backlogs?
- Survey staff on type of departments they would like to service

Phase 2 – Business Process Changes



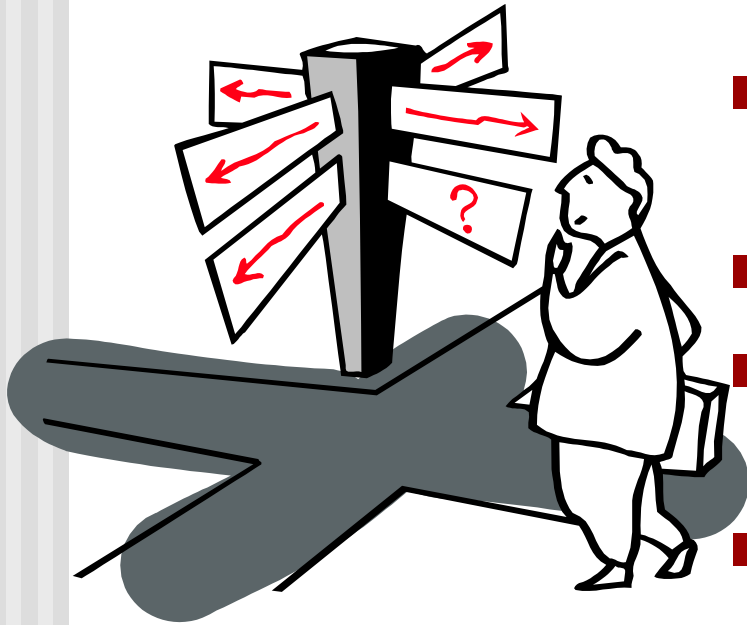
- Who will handle the Letter of Credits and EDI?
- How will we inform and interact with departments to best benefit from the change?
- How will we continue to effectively communicate with the sponsors?

Phase 3 -Implementation



- Training Sessions are held
- Files are organized into consistent format
- Accounts, files, computer files are redistributed
- Communications to departments include expanded web site and Open House
- Larger Sponsors contacted

Current Issues



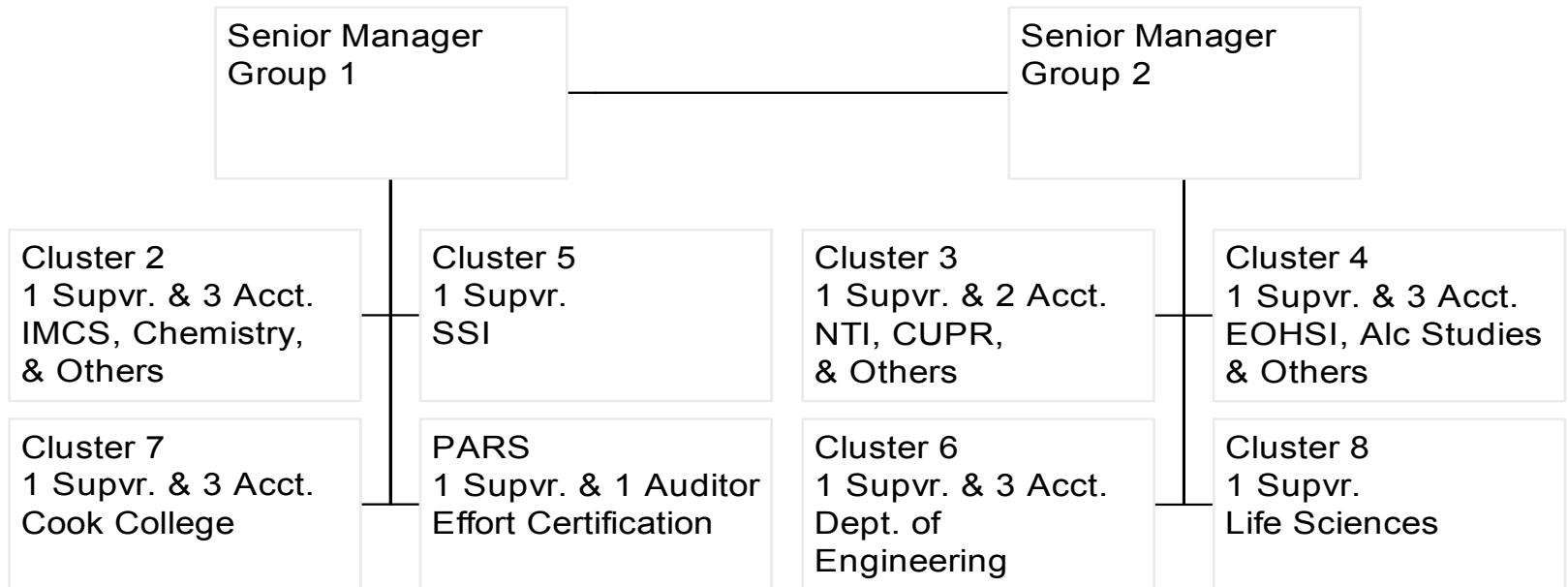
- Staff frustrated over inherited work
- Training retention limited
- Responses to sponsors experience delays
- Confusion regarding Letter of Credits and EDI
- Workload growing faster in some areas

Addressing Post Implementation Issues

- Refresher training classes
- Quarterly review of workload distribution
- Annual review of workload assessment system
- Assignment of agency representatives
- Addition of more staff
- Letter of Credits
 - Assignment of Responsibility
 - Centralized A/R Journal Entries
 - Log to record Final Expenses

After Redistribution

Distribution by Department



Results



- Most RU Departments find a great improvement in the level of service received
- Some decrease in turnover despite being in a period of change
- Pre-Award office changes their work assignments to staff similarly

One Year Later

How does the staff feel?

- 80% feel the redistribution was a difficult process
- 70% feel DGCA's image has improved with departments
- 80% feel their work is more challenging
- 100% feel the hotsheets were helpful
- 89% feel the training sessions were helpful
- 60% feel they interact more with other staff
- 70% feel the redistribution was a worthwhile endeavor
- 30% wish we had not changed



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