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

President

Senior Vice President and Treasurer

Controller

Division of Grant & Contract Accounting

Vice President for Academic Affairs

Associate Vice President for Research & Sponsored Projects

Office of Research & Sponsored Projects

Vice President for Academic Affairs

Associate Vice President for Research & Sponsored Projects
Prior to Redistribution

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

Assistant Controller

- Senior Manager
  - Group 1
    - Cluster 1
      - 1 Supvr. & 3 Acct.
        - All Federal except NSF, NIH & NSF
    - Cluster 2
      - 1 Supvr. & 3 Acct.
        - NIH Corps & Fdn
  - Cluster 5
    - 1 Supvr.
      - SSI
- Senior Manager
  - Group 2
    - Cluster 3
      - 1 Supvr. & 3 Acct.
        - NSF & Misc.
    - Cluster 4
      - 1 Supvr. & 3 Acct.
        - SNJ & Misc.
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

Senior Manager Group 1

Cluster 2
1 Supvr. & 3 Acct.
IMCS, Chemistry, & Others

Cluster 7
1 Supvr. & 3 Acct.
Cook College

Cluster 5
1 Supvr.
SSI

Cluster 3
1 Supvr. & 2 Acct.
NTI, CUPR, & Others

Cluster 6
1 Supvr. & 3 Acct.
Dept. of Engineering

Cluster 4
1 Supvr. & 3 Acct.
EOHSI, Alc Studies & Others

Cluster 8
1 Supvr.
Life Sciences

Senior Manager Group 2
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
Rutgers, The State University of New Jersey

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