



Reengineering the OM Survey

*Applied Learning Project
CBO Learning Academy*

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Objectives and Outcomes

The Operations Manager Disclosure Checklist (OMDC):

- ❑ Collects necessary information from Research Foundation campus locations
- ❑ Is a key internal control for the RF

OMDC needs an overhaul

- ❑ Too many questions
- ❑ Too much manual administrative work in the process

QUESTIONS this project will answer:

- ❑ Do we change the tool?
- ❑ Are deeper changes to the process needed?

Important Note

This project was placed on hold due to my assignment to SUNY Potsdam.

My successor as Associate Director, Financial Accounting, Frank Moran (fellow program participant!) will evaluate this project for feasibility for FY2021.

Team Climate

Collaborative and motivated team with two components:

Core members: Finance; Internal Audit; Compliance

Advisory members: Campus reps, IT, Legal, others as needed

Core Team Practices:

- ❑ Brainstormed ideas; “no judgment zone” on initial session
- ❑ Collaborated on follow-up
- ❑ Core members chose advisory members

Team Motivations:

- ❑ Prospect of greater efficiency; saved time and effort
- ❑ Reduce perception of duplication and burden to campus; increased satisfaction

Team Communication

Team selection was key to collaborative relationship:
Dynamic was excellent, with all three core members being energetic and positive in approach

Other Factors:

- ❑ Communication of project objective was done up-front to ensure members were fully aware before joining the effort
- ❑ Follow-up was immediate after meeting, keeping it fresh in members' minds
- ❑ Compliance member pulled in outside vendor and I have been following up to ensure we get a quote

Conflict and Challenge

- Current process is highly manual, labor intensive and tedious for the administrator, and lengthy and time consuming for the campus. Some of these issues are intrinsic to a 30-location survey where not all answers are binary choices.
- There is a preference by our Compliance Department for us to use their external questionnaire tool
- On the plus side, we have fostered trust that will prevent unintended conflict in the event we decide not to use their tool.

Learnings from CBO Academy

- Kept DiSC styles in mind when I (a DC) was working with colleagues who were mainly “C” and perhaps “CS.”
e.g. Allowed them time and space to make their points in meetings
- Being inclusive and welcoming of different points of view
- Focus on leadership as art of mobilizing others; getting stakeholders ready-principle guided my approach
 - At campuses: OMs and Deputy OMs
 - At Central Office: Finance staff; Compliance; Audit

Lessons Learned

- Get in touch with hardest-to-reach constituencies first; well before you need to get them involved
- Don't start a new project in the middle of a job change
- Be receptive to your project getting repurposed by another stakeholder who might realize some value that you did not anticipate e.g. my disclosure survey platform can also be used for risk management, etc.



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