

PS rinting
ervices
University of
Arkansas®

Improved. . . for the 21st Century

Table of Contents:

Introduction..... page 3
Process page 3
Recommendations..... page 4
Appendix A - Core values..... page 6
Appendix B - Purpose for existing..... page 6
Appendix C - Items in our business to be addressed during this process..... page 7
Appendix D - What success might look like that might be included in a vision statement..... page 7
Appendix E - Core competencies and what we do in our business page 7
Appendix F - Strengths, weaknesses, opportunities and threats page 8
Appendix G - Priorities page 9
Appendix H - Three main priorities, not in any order of importance page 10
Appendix I - Action plan assignments - who is responsible for what and when? page 11
Appendix J - FY06 Goals page 25

Introduction

In February 2004, Printing Services determined a revamping of our entire business philosophy was essential. It was anticipated this process would provide a mechanism for us to create a more organized focus for our business and an improved external image of services we offer for our customers. While we had been improving our business workflow in various specific levels while several team members had visions for the future, we did not have any department wide unified focus or vision. In addition, workflows appeared to be segmented and not as efficient as possible.

Shortly after this beginning, Mailing Services and Printing Services merged. As a result of this merger, we felt the synergies that were created required a greater in-depth review of our newly started business philosophy, workflows and vision. The outcome of that commitment is this proposal.

Process

At the beginning of the process, in February 2004, we formed a committee of internal stakeholders. With the merger of Mailing Services, retirements and evolving staff, we had a combination of individuals from all our interest areas. We were able to maintain a core group of dedicated team members during the entire process from all the units that comprised a combined Printing Services. The active committee members and their primary area of interest, at the end of this process are:

Doug Norwood - Mail
Stew Kyle - Printing
Jim Hicks - Printing
Melissa Couch – Prepress
Penny Bellard – Mail/Copy
Angela Payton – Copy
John Clark – Mail
Carla Munyon – Copy
Dana Collins – HR Facilitator
Glenn Miller – Accounting
Rich Bundsgaard – all units

At the beginning of this process, we attempted to perform this process on our own. To assist us, we were directed to the book, *Strategic Planning for Non-Profit Organizations* by Michael Allsion and Jude Kaye. This proved to be an invaluable resource. After several self-conducted meetings, we found that to be as objective as possible, an outside facilitator would be beneficial. The University of Arkansas Human Resources department was contacted and Ms. Dana Collins became our facilitator. She has been an invaluable element in our timely completion of this process. Our meetings with Dana began, in earnest, on May 16, 2005, until the final group meeting on October 7, 2005. We had over 20 hours of committee meetings as well as hundreds of hours of time spent by individuals in research spent to develop the elements in this document. All stakeholders involved feel the end result of these meetings and time provides a definition and focus for our business at this point in time.

Using the above-mentioned text as a general guide, and Dana's guidance, we used the following steps to create our proposal:

- Getting Ready – agreement on our readiness to plan and a strategic planning workplan
- Articulating Mission and Vision – draft mission and vision statements
- Assessing the Environment – list critical issues, choosing priorities and strategies
- Agreeing on Priorities – listing core priorities and objectives

- Writing the Strategic Plan – we developed a set of FY06 goals
- Implementing the Strategic Plan – we segmented the tasks in the FY06 goals, determined leaders for those segments and assigned timelines for completion.

We all understand this is a “living” document that must be reviewed at critical junctures; such as a new equipment purchase, a change in process and as conditions require. The future steps we will be following are: Monitoring and Evaluating – perform ongoing assessment of our goals, plan new goals at the appropriate times and creating a three-year plan.

One element paramount to all of us – we ALL must continually be customer service orientated and proactive in assessing customers’ needs. We must constantly search for and develop methods to determine any flaws (problems) in our systems BEFORE the customer has the chance to perceive them as issues.

We went through a series of brainstorming sessions to list the following key elements in our business, based on the group’s perceptions formulated from our own individual points of view. They are listed in a general order as to when they were done during the process. These are listed with the detail in the appendixes:

- Core values - Appendix A
- Purpose for existing - Appendix B
- Items in our business to be addressed during this process - Appendix C
- What success might look like that might be included in a vision statement - Appendix D
- Core competencies and what we do in our business - Appendix E
- Strengths, weaknesses, opportunities and threats - Appendix F
- Priorities - Appendix G
- Three main priorities, not in any order of importance - Appendix H
- Action plan assignments - who is responsible for what and when - Appendix I
- FY06 Goals - Appendix J

Recommendations

With that background, we propose to change the following business elements. We think the most opportune time would be to announce them on the first business day in January 2006. Our proposal’s elements are:

Name – Print•Mail•Copy Solutions (PMCS), with some form of the University of Arkansas, in either words or somehow incorporated with this proposed new department name.



Logo -

Vision Statement – Print•Mail•Copy Solutions strives to exceed the needs and expectations of our customers through collaborative implementation of economically viable, efficient technology-driven resources.

Mission Statement - Print•Mail•Copy Solutions is dedicated to supporting the goals of the University of Arkansas by providing superior customer satisfaction through integrated imaging and distribution resources.

Motto - Committed to excellence...committed to you!

Create a three-year business plan. This three-year plan will have yearly specific goals during each fiscal year. These fiscal year goals will be established and submitted when that year's fiscal budget is due to the AVCB.

Visually implement the identity portion of the proposal that will create a greater awareness and recognition element to our new area. This includes paper and electronic based elements such as our website (while maintain AVCB standards), letterhead and forms. Also included are other visual elements such as T-shirts for production staff, delivery jackets/outer wear for delivery staff, vests for counter based staff and polo type shirts for office staff and where appropriate. In addition, signage and all other visual images will be changed in a reasonable and cost-effective manner, but as soon as possible.

Superior customer service is one of the most significant elements in this entire plan. To re-instill, provide mechanisms and emphasis this mission-critical aspect of our business, we will implement a series of customer training sessions for all staff. The Human Resources and Employee Assistance Program might typically host these additional sessions. Customer service will be an element of every staff member's PCQ. We will develop a specific customer service program that is tailored to PMCS. During this initial revitalization period, we will have all staff attend this session in addition to other customer service sessions that are appropriate. Each newly hired staff member will attend the specific PMCS customer service training session as soon after they have been appointed as possible.

The following lists reflect the voices of our staff members and are presented in their words:

Appendix A

Core Values

Customer satisfaction
Quality
Diversity
Integrity
Accountable
Creative/Innovation
Work Group
Efficiency
Committed/Dedicated
Employee Friendly

Appendix B

Purpose for existing

distribute info
one-stop shopping for communication resources
image creation
copying convenience
high volume copying
customer satisfaction through integrated communication services
printing needs
education on what their printing needs are
service
faxing
dissertations and thesis
convenience
image for university
support of UofA's mission
resources are needed to provide solutions
cost effective
distribution of customers visual items
professional support to help customers portray the image they want to portray
cost effective for customer
production that enhances the UofA image
holistic understanding of what they really need
support educational and promotional needs of the university
up to date technology
road map from their idea to finished product
professional growth for employees

Appendix C

Items in our business to be addressed during this process

cutting edge technology to support students, faculty and staff
provide choice/digital and offset printing
integrated resources
surveying customer base for improvement
conveniently located copiers (quality)
educational seminars
hiring skilled personal
shop for best prices (to make it convenient)
combine experience, technology and commitment
product distribution
superior customer service
provide convenience
find solutions to their problems
provide employee friendly work environment through flex-hours, education, training, recognition

Appendix D

What success might look like that might be included in a vision statement

proactive
cost-effective
futuristic
profitable
self-supporting (auxiliary)
desired
unity
cutting-edge technology
efficient
needed
integrated
highly trained
customers

Appendix E

Core competencies and what we do in our business

convenience
full-service
quality
location

technology
cost-effective
personal service (relationships)
resource information
print-digitally
books
copies black& white, color, different papers
mail, deliver/distribute
pick-up service
design/create
offset print
adjust files
quality control
out source
offer options
mailing options
print/copy options
satellite copier options
research accounting
promotional items
teach
maintenance

Appendix F

Strengths, weaknesses, opportunities and threats

STRENGTHS

campus proximity
experience
technically advanced
convenience
streaming lining process
competitive pricing
commitment to UofA
cohesion within department
good lines of communication
cooperation/diversity of services offered

WEAKNESSES

inexperienced employees
limited staff for amount of equipment
quality control (ie. mail code on envelope)
need to update invoicing system
sales
restricted financial resources
limited autonomy - university makes decisions

bottlenecks limit production
presses run 2 shifts but bindery runs 1 shift
leadership

OPPORTUNITIES

educate UofA public as to how best utilize our services
sales - there is more out there
contests - printing & copying competitions
niche marketing - promotional items
slots for additional employees
inexperienced staff can be trained "our way"
apprenticeship program
leadership
cross-training
state/world events
economy
world wide web niche

THREATS

state restricts hiring, sales, purchasing, promotions
outsourcing
competition
world/state/government decisions events
timeliness in filling open positions
reaction time in niches
technology evolution
inexperience = poor product
economy
poor moral reduces quality
world wide web
aging workforce - less trained workers

Appendix G

Priorities

balanced budget/cover costs
customer service/quality products
production efficiency
on-time deliveries
getting new name out
staying on top of technology - acquisitions and training
continued growth - personal and business
finding and adding services for customers needs at cost effective level
quality staffing - new hires, don't be afraid to not hire if poor selection and reopen position
improve salaries within UofA restrictions
employee friendly environment, benefits, training, flexible schedules

self-improvement
this process of goal setting
leadership
communication within units and outside departments
positive re-enforcement to all team members
all managers & supervisors to constantly "make the rounds"

Appendix H

Three main priorities, not in any order of importance

BALANCED BUDGET

continued business growth
find and add services for customer needs at cost effective levels
improve salaries within UofA restrictions
goal setting process
leadership
communications within units and outside departments
positive re-enforcement to all team members
all managers and supervisors consistent interaction and are "visible"

CUSTOMER SERVICE - QUALITY PRODUCT

on time delivery
getting new name out
continued business growth
continued personal growth
find and add services for customer needs at cost effective levels
goal setting process
leadership
communications within units and outside departments
positive re-enforcement to all team members
all managers and supervisors consistent interaction and are "visible"

PRODUCTION EFFICIENCY

on time delivery
staying on top of technology
continued business growth
continued personal growth
quality staffing
employee friendly environment
goal setting process
leadership
communications within units and outside departments
positive re-enforcement to all team members
all managers and supervisors consistent interaction and are "visible"

Appendix I

Action plan assignments - who is responsible for what and when?

Rich Bundsgaard - leadership
Glenn Miller- Accounting
Stew Kyle - Offset Printing
Penny Bellard – Mail and Copy
Jim Hicks - Estimating

Rich

Area: Leadership

Goal: Production Efficiency

Tasks/Timing/Measure

Timely, every 6 to 8 weeks, “Ask the Director” production meetings in all units keep staff aware of information and proactive in answering questions. Measured by answering questions/concerns.

Coordinate customer service informational seminars in every unit 2 -3 times per year,) ideally helps to make various production elements more seamless. Measured by less errors in the seminar area by customers, customer feedback

Investigate new equipment to complete job requirements/on going and as new process/equipment/technology becomes available. /Proposal presented to Director.

Bi-monthly unit staff meetings to smooth out potential production problems, share information. Measure by decreasing number if common problems

Sustain open lines of communication from all levels, and internal and external customers. /on going, and highlighted at all staff meetings/Lack of repetitive questions and smooth work flow.

Bi-monthly combined managers staff meetings to smooth out potential production problems, share information. Measure by decreasing number if common problems

Require attendance at yearly self-improvement seminars, 1 for production staff and 2 for managers to hopefully learn new techniques to assist in smoother production. Measured by attendance.

Create yearly goals, with direct input and acceptance from managers provides direction and potential new production services. Measured by start date for FY07 of Oct. 06 and done by Jan. 07, goals finished.

Guide managers with equipment and process research add/refine production techniques and/or services offered. Measured by as needed, creating actual proposal.

Lead sales & marketing efforts increase production to add staff and spread out expenses over more items produced. Measured by comparing revenue versus expenses on a yearly and probably quarterly basis, have a positive balance.

Seek increased salary levels for staff via labor market studies and/or reclassification where appropriate. Measured by presenting issues to Human Resources on a yearly basis.

Efficient approval of BASIS (Target) items. Checked at least twice daily – mornings and in afternoon. Measured by item entering system at next level

Keep all areas fully staffed/as vacancies occur/Accomplished by full complement of staff and low or no overtime.

Perceived Obstacles/Challenges

Actual Profit/Loss calculations, knowing exactly where we are financially

Carry-forward policy try to estimate % allowed and needs plus trying to “bank” cash for equipment purposes.

Limited staff lean, little “extra” time, no dedicated sales & marketing staff.

Limited market area. Can't compete with commercial printers, no “government” contracts and can't take in many type of work.

Unhappy customers require time to investigate/redo/customer service functions take additional time.

Staff turnover sometimes double duty required to “get by”, learning curve for new staff requires additional time and training.

Limited vision some staff provided resistance to change.

University processes slow to react on certain issues like filling staff rehires/new staff positions, chain of command process slows process (Exec. Comm. approvals)

Salary low wages can be restrictive in retaining existing staff and recruiting for new staff

Area: Leadership

Goal: Balanced Budget

Tasks/Timing/Measure

Be sure Printing Services has a positive revenue stream. Monitored on a monthly basis. Achieved by posting a positive balance via the 2 approved accounting methods.

Be sure each unit (Printing, Mailing and Copying) has a positive revenue stream. Monitored on a monthly basis. Achieved by posting a positive balance via the 2 approved accounting methods.

Research resources and seek funding for those anticipated to produce a positive revenue stream providing cost-effective profitable services to increase a positive revenue stream. Monitored on a

continual basis and as a manager or staff member presents a concept to investigate. Achieved by presenting a business plan for a worthy concept to my supervisor.

Observe production levels to guide managers in monitoring efficiency and waste reduction in the objective of achieving optimal efficiency. Monitored on a monthly basis by using various production reports and data. Achieved by increased efficiency and reduced (or justified) waste.

Review vendor contracts and pricing models ensuring superior service, product availability and best pricing for the value received. Monitored semi-annually (May and November). Achieved by comparing data, evaluating price, availability and product value and performance.

Review Printing Services pricing structure to guarantee competitive cost-effective pricing. Minimum yearly review (May) with additional reviews when processes or equipment adjusted (example - new equipment added thus adjusting a former process). Achieved by an actual review or adjustment of the pricing points.

Perceived Obstacles/Challenges

State/University funding

Limited market

Time

Operational equipment

Staffing issues

Technology changes

Market application

Staff resistance

Accurate standards

Effective monitoring procedures

Vendor's cooperation

Area: Leadership

Goal: Customer Service – Quality Product

Tasks/Timing/Measure

Ensure timely and continuous Printing Services staff customer service training (such as those provided by Human Resources and Arkansas Employee Assistance Program). Monitored in December and May using feedback from customer surveys, personal interviews and from customer voiced concerns. Achieved by holding appropriate seminars and/or training sessions.

Generate a proposal for creating a position with customer service needs as a primary responsibility. Proposal created by November 2005 and (if accepted) a staff on board by February 2006. Achieved by having proposal for position and staff member submitted to my superior.

Represent Printing Services as a customer service ambassador. Monitored through customer feedback, surveys and personal contact as well as feedback from my superior. Achieved by receiving positive comments about customer service during each quarter.

Hold customer orientated training seminars approximately every 8 weeks by each unit. Monitored by customer surveys and personal feedback and information received by supervisors and managers with concerns/problems they receive from customers. Achieved by positive seminar evaluations and observing a reduction in number of questions or errors from the seminar topic.

Cross-training of all accounting staff. Monitor as needed, and at monthly staff meetings, and within 6 months for new staff members. Achieved by having no unacceptable delays during employee's absence.

Maintain positive vendor relationships/on going/good service and positive feedback.

Perceived Obstacles/Challenges

Timing/dates

Informing appropriate people

Staff turnover

Staff behavior (we can do it!!!) Employees must buy into offering high quality customer service and products.

Absenteeism

Unrealistic customer expectations

Jim

Area: Estimating

Goal: Production Efficiency

Tasks/Timing/Measure

Write estimate/quotes per customers' request. Conventional estimates (no outside influences) are prepared within 1 working day. Non-conventional estimate are prepared within 2 working days when outside information allows.

Create job tickets/order entry and allocate resources. Write job tickets and submit to pre-press within 1 working day.

Audit allocated inventory and order as needed. Prepare and enter paper requisitions daily.

Prepare specifications and solicit prices for outsource requirements. 1 day turn around is requested from outside vendors as this information is required before estimates or order entry can be completed.

Prepare and enter purchase requisitions for required outsource projects. Enter requisitions within 1 day after order entry of jobs.

Complete daily & quarterly paper inventory audits & place purchase order requisitions as need to replenish working inventories for both offset printing & copy centers.

Verify that all paper orders are received by vendors. Monitored each morning. Achieved by email verification from vendor of receipt of order.

Perform job costing functions. Done as required by Director. Accomplished by submitting data to Director.

Sustain open lines of communication from all levels, and internal and external customers. /on going, and highlighted at all staff meetings/Lack of repetitive questions and smooth work flow.

Investigate new equipment to complete job requirements/on going and as new process/equipment/technology becomes available. /Proposal presented to Director

Perceived Obstacles/Challenges

Customer specifications may require additional information

Determine price & availability of non-stock inventory items

Obtain prices from outsource vendors

Timely deliver of paper inventories, may require production at mill (non stock items)

Actual purchase order system has designed security methods, which can cause timely delays in placing orders.

Specifications may not answer all questions of outsource vendors and subsequent calls/questions may delay getting price quotes.

Same difficulty with purchase order system as experienced w/paper order

With multiple locations (old warehouse, new warehouse, shop floor, pre-print staging areas, post printing areas) and multiple persons allocating/moving paper, inventory is often slow, requiring several day to complete.

The actual number of estimate, job entries, paper orders, phone calls, etc. directly affect the time required for completion of any specific area.

Area: Estimating

Goal: Balanced Budget

Tasks/Timing/Measure

Determine plant standards for use in creating estimate/job entry

Monitor & change cost for fixed expenses as needed

Monitor & change time requirements for specific job functions, as needed.

Monitor & change, when directed, pricing on specific price lists for items as letterhead, envelopes, bus. Cards, etc.

Monitor & update paper inventory prices as needed.

Assist manager with job cost analysis as needed.

Job Costing

Perceived Obstacles/Challenges

Budgeted hourly rates, as determined by accounting, may change substantially before budget reviews disclose need to make changes

Operator experience, or in-experience, often negates budgeted time used in writing estimates.

Fluctuating paper prices can result in inaccurate pricing structures when utilizing price lists

Area: Estimating

Goal: Customer Service

Tasks/Timing/Measure

Timely & accurate estimates, as defined by efficiency goals

Accurate planning based on work experience & background work

Demonstrate friendly & helpful behavior with customers, in person and during phone conversations.

Demonstrate & offer professional knowledge base.

Cross-training of all accounting staff. Monitor as needed, and at monthly staff meetings, and within 6 months for new staff members. Achieved by having no unacceptable delays during employee's absence.

Maintain positive vendor relationships/on going/good service and positive feedback.

Perceived Obstacles/Challenges

Limitations of production capacity

Limitations of resources

Staff turnover

Staff behavior (we can do it!!!)Employees must buy into offering high quality customer service and products.

Absenteeism

Unrealistic customer expectations

Glenn

Area: Accounting

Goal: Production Efficiency

Tasks/Timing/Measure

Verify that each purchasing requisition has support documents and signed authorization. Monitored same day requisition is received. Achieved by signed authorization from Director.

Keep all areas fully staffed/as vacancies occur/Accomplished by full complement of staff and low or no overtime.

Investigate new equipment to complete job requirements/on going and as new process/equipment/technology becomes available. /Proposal presented to Director.

Be sure each requisition is properly entered in BASIS. Requisitions are entered twice daily. Achieved by submitting requisitions and receiving requisition number.

Verify that purchase orders are issued for requisitions. Monitored on a daily basis by researching in BASIS. Achieved by issuance of PO.

Verify that all orders are received by vendors. Monitored each morning. Achieved by email verification from vendor of receipt of order.

Verify that all orders are shipped by vendor. Monitored daily for each purchase order. Achieved by email verification of shipping by vendor.

Meet with store supervisor concerning all receiving issues. Checked each afternoon. Achieved by reviewing past due orders or incomplete orders and contacting vendors.

Meet with Mail and Copy areas to inquire about status of work supplies. Reviewed weekly with supervisors in Mail and Copy areas. Achieved by receipt of requisition from those areas.

Enter all new hire documents and data entry. Monitored on day of appointment. Achieved by inputting new employee in system and turning in Human Resources documents as soon as alerted by managers that the new employee has been appointed.

Perceived Obstacles/Challenges

Requisitions not received or approved in a timely manner.

Suppliers out of stock or have to backorder items.

Suppliers not shipping order in full in a timely manner.

Blanket orders not set up.

Vendors not confirming receipt and shipping of order.

Timely verification and follow up with Purchasing.

Incomplete new hire information.

Area: Accounting

Goal: Customer Service

Tasks/Timing/Measure

Identify and follow up on problem billings or invoices. Monitored on a daily basis. Achieved when problems are corrected.

Assist in reviewing and choosing an on-line ordering system. Achieved by presenting analysis to Director by December 15th, 2005.

Monitor accounting personnel's customer service levels. Monitored daily. Achieved by discussing any issues as they arise.

Sustain open lines of communication from all levels, and internal and external customers. /on going, and highlighted at all staff meetings/Lack of repetitive questions and smooth work flow.

Assist in phone and message handling. Achieved by effectively handling customer questions on a daily basis.

Ensure that target transactions are approved. Monitored on a daily basis. Achieved by transactions being approved.

Verify and input payroll for all units. Achieved by having data approved by Director one day prior to due date.

Cross-training of all accounting staff. Monitor as needed, and at monthly staff meetings, and within 6 months for new staff members. Achieved by having no unacceptable delays during employee's absence.

Maintain positive vendor relationships/on going/good service and positive feedback.

Perceived Obstacles/Challenges

Problem billings and invoices not resolved to customers' satisfaction.

Problems not addressed in a timely manner.

Delay in response from Purchasing or Accounts Payable.

Target transactions have incomplete information to gain approval.

Staff turnover

Staff behavior (we can do it!!!) Employees must buy into offering high quality customer service and products.

Absenteeism

Unrealistic customer expectations

Area: Accounting

Goal: Balanced Budget

Tasks/Timing/Measure

Assist Director in planning budget for all units. Completed according to Director's budget year time line. Achieved by meeting with Director to review budget(s).

Analyze monthly financial statements to determine trends and totals for all cost centers. Done monthly on Financial Statements. Achieved by comparing percentages of actual revenue or expenditures vs. yearly budget.

Work with managers and director to analyze budget categories. Quarterly meetings to review quarterly performance. Accomplished at quarterly meetings.

Determine need for new equipment, improvements or upgrades from managers. Done on as needed basis after request is made from Director. Achieved when information for the next fiscal year is received from managers.

Prepare Monthly Estimated Year End balance worksheet. Prepared on a monthly basis. Achieved by receiving approval from Director and by verification of calculations from Business Affairs.

Perceived Obstacles/Challenges

Setting aside time to meet with managers and director.

Inability to accurately forecast equipment needs, revenues and expenses.

Yearly variations in vendor pricing.

Penny:

Area: Mail/Copy

Goal: Production Efficiency

Tasks/Timing/Measure

Keep all areas fully staffed/as vacancies occur/Accomplished by full complement of staff and low or no overtime.

Investigate new equipment to complete job requirements/on going and as new process/equipment/technology becomes available. /Proposal presented to Director.

Sustain open lines of communication from all levels, and internal and external customers. /on going, and highlighted at all staff meetings/Lack of repetitive questions and smooth work flow.

Schedule equipment in an efficient manner for optimal utilization./daily/click overages at a minimum unless dictated by production.

Workflow of jobs/Daily/Smooth transition from customer to equipment and back to customer.

Cross training staff/ Continuous/Trained personnel always available for equipment.

Communicate with United States Postal Service/Monthly and as needed/ knowledge on hand to answer questions from staff and departments.

Study the cost effectiveness of automation in Mailroom/Complete by March 2006/ Proposal to Director.

Study of adding new services/on-going as new services are found or requested/Proposal to Director.

Research and evaluate what services are needed in both area of Copy for the move./by 10/31/2005/complete

Quarterly research when lease copiers are due for replacement and contact departments with options/quarterly/copiers replaced.

Efficient approvals on line/monitored daily/When approved.

Perceived Obstacles/Challenges

State/UofA processes

Turnover

Morale

Equipment failure

Vendor delivery/pick-up

Absenteeism (vacation/Sick leave)

Internal and external customer miscommunication

Unrealistic turn around time

Equipment outdated

Area: Mail/Copy

Goal: Customer Service

Tasks/Timing/Measure

Offer staff development on a regular basis/at least 1 seminar a year or as needed/attendance and efficient processes.

Proactively identify obstacles/on going and as research dictates/feed back from interacting with staff and customers.

Randomly contact 3 customers every other week to quality check a delivered or completed copy job /. Responses from customers contacted evaluated and passed onto staff as congrats to staff or addressed.

Continue education of postal regulations/on going and monthly meetings and seminars/attendance to meetings, seminars and be able to answer questions from customers and staff.

Coordinate information seminars for campus/quarterly/attendance and feed back from customers, staff, and seminar evaluations.

Track spoilage and complaints/daily and as needed/correct issues and no unacceptable waste.

Coordinate with departments what their future copier needs. /quarterly, as requested, and as needed/customer satisfaction and copier placement.

Maintain positive vendor relationships/on going/good service and positive feedback.

Cross-training of all accounting staff. Monitor as needed, and at monthly staff meetings, and within 6 months for new staff members. Achieved by having no unacceptable delays during employee's absence.

Perceived Obstacles/Challenges

Current copy job ticket inefficient

Staff turnover

Staff behavior (we can do it!!!)Employees must buy into offering high quality customer service and products.

Absenteeism

Unrealistic customer expectations

Employee must buy into program of offering high quality customer satisfaction

Equipment Failure

Technology advancements

Area: Mail/Copy

Goal: Balanced Budget

Tasks/Timing/Measure

Inform and track all staff of goals for profit and loss per unit/monthly and annually/Staff meetings and reports.

Evaluate paper and copier usage to maximize equipment most efficiently/on-going and evaluated weekly and monthly/increased profit, minimize spoilage, and maximize click usage.

Operate within budget/daily with production/Reports to Director illustrate operating within estimated budget.

Assist Director and Accounting Supervisor in budget planning for future fiscal year for Mailing and copy/Set by Director/Document submitted to Director.

Promote sales and services/daily/increased sales and profits in monthly reports to Director.

Perceived Obstacles/Challenges

Unforeseen workload increases

Absenteeism

Unexpected expenses

Timing issues

Stew

Area: Printing

Goal: Production Efficiency

Task/Timing/Measure

Timely Production Meetings held every morning at 7:30 a.m. to monitor production progress to help streamline workflow and coordinate customer jobs. This is accomplished by communication with internal & external customers on job progress as an ongoing process. This process is monitored by employee feedback and customer satisfaction as needed daily.

Keep all areas fully staffed/as vacancies occur/Accomplished by full complement of staff and low or no overtime.

Sustain open lines of communication from all levels, and internal and external customers. /on going, and highlighted at all staff meetings/Lack of repetitive questions and smooth work flow.

Schedule equipment in an efficient manner for optimal utilization./daily/click overages at a minimum unless dictated by production.

Investigate new equipment to complete job requirements/on going and as new process/equipment/technology becomes available. /Proposal presented to Director.

Coordinate schedules to insure customer jobs are processed in an effective manner that facilitates excellent service and meets customer demands. Achieving this goal by meeting customer delivery dates and quality requirements. This process is evaluated by customer feedback, notes of appreciation, monthly surveys reviewed as an ongoing process daily.

Evaluate Supervisors in the Printing Unit by documenting competency by guidelines provided by Printing Services ,University of Arkansas and The State of Arkansas. Review evaluations with Supervisors and turn in a signed evaluation to the Director of Printing for his review. If performance is below standards counsel should occur and recommendations to bring standards to a level of acceptance should be discussed and documented with timelines given for a review of issues to be resolved. This must be complete by March each year.

Staffing issues, recruiting, hiring, and on going training & education of staff members. This is an ongoing process addressed as needed and when required due to production loads. Accomplished by meeting customer deadlines & minimizing schedule interruptions.

Perceived Obstacles/Challenges

Staffing issues as well as equipment overbooking due to peak period deadlines.

State restrictions on printing and not being allowed first right of refusal policy at U of A.

Problems recruiting and retaining qualified staff due wage restrictions & positions available that are controlled by state guidelines.

Track spoilage and complaints/daily and as needed/correct issues and no unacceptable waste.

Area: Printing

Goal: Customer Service

Tasks/Timing/Measure

Address customer concerns on quality issues offering solutions to printing problems on demand. Documenting issues until customer satisfaction is achieved. The success of this goal is measured by individual customer satisfaction, repeat business, and from random customer surveys done monthly.

Coordinate Printing and Copy jobs to enhance our service to by combining the capabilities of both units to provide customer options for faster, better, more cost effective products. This allows us to achieve customer satisfaction by a combination of resources to provide better turn around and cost effective

production scenarios than are normally produced via a more time consuming/costly process. We provide this service as an ongoing process too provide cost effective, timely options for our customers.

Cross-training of all accounting staff. Monitor as needed, and at monthly staff meetings, and within 6 months for new staff members. Achieved by having no unacceptable delays during employee's absence.

Maintain positive vendor relationships/on going/good service and positive feedback.

Perceived Obstacles/Challenges

Bottlenecks due to time-lines at peak production periods. Not enough equipment to produce volume due to customer requirements and deadlines. (Example) Start of School Year on Campus and other time issues with State Agency's.

Realistic scheduling with consistency in production on a daily basis.

Work flow issues in Press & Bindery Departments.

Staff turnover

Staff behavior (we can do it!!!)Employees must buy into offering high quality customer service and products.

Absenteeism

Unrealistic customer expectations

Area: Printing

Goal: Balanced Budget

Tasks/Timing/Measure

Assist Director of Printing, Copy & Mailing Services by review of financial statements. Providing data and information to support budget planning from interdepartmental experience and research on a monthly basis or as required by Uof A Administration timelines for budget figures.

Assist Director of Printing in Sales and Marketing Plan to increase sales and revenue. Inform customers about new technology and suggest cost effective creative techniques to produce printing, copy & mailing jobs. Promote business by random customer contacts and scheduled campus sales calls ongoing and as needed.

Perceived Obstacles/Challenges

Funding for new equipment due to state limitations on the way we do business. No direct sale of our old equipment to fund upgrades for new equipment. (Can't sell equipment due to legal issues within the state system.)

Limited Marketing abilities due to restrictions set up by the state on how we run our Printing Business.
(Example) : Amendment #54 . This leaves us no options to farm out overflow to keep our customer base satisfied during peak periods of the year.

Appendix J

FY06 Goals

Move Copy Central Production Functions to Mitchell Street Printing Production Facility.

Implement On-line Ordering System for Printing Services.

Expanding Mailing Services Feasibility Study.

Announce New Printing Services Mission and Vision Statements, Motto, and Increased Emphasis on Customer Service.

Establish a Printing Apprenticeship Program.

Printing Unit's Actual Revenue Exceeds Actual Expenses Before Inventory is calculated.