





About RDC

- 9 Certificate and 12 Diploma Programs
- 1 Applied Degree in Motion Picture Arts
- 1 and 2 year University Transfer Programs
- On campus Collaborative Degree Programs in Arts, Business, Education, Nursing and Social Work
- 15 Apprenticeship programs
- Continuing Education Training



Services of the Registrar's Office

- · Academic Calendar
- · Academic Council Secretariate
- Admission, Registration & Information (ARI)
- Assessment & Articulation
- Special Projects (APAS, ATOMS, etc)
- · Student Information System & Reporting
- Student Records
- Scheduling (Timetable & Exam)
- Transfer Credit



ARI Statistics (Average Annual)

- 4,300 Credit program applications
- 7,000 Continuing Education (CE) registrations
- 3,700 Apprenticeship registrations
- 88,400 contacts (phone, email and inperson)

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Systems used

- Banner
- Flexible Registration for CE
- Infosilem for Timetable, Room Bookings and Exams
- Luminis TheLoop (our Portal)
- · Automated phone and email contacts
- · APAS for Applications
- ATOMS for Apprenticeship Registration



Problem

- Processing of credit program applications was taking up to eight (8) weeks causing significant costs in terms of:
 - >Staff morale
 - > Excessive overtime
 - ➤Lost applicants

This presentation will demonstrate the application of organizational behaviour theory in creating and sustaining change.



Symptoms

- High staff turnover
- 1 cold = 12 colds
- · Incomplete training for staff
- No autonomy
- · Atmosphere of inequity
- Procedures and processes found in emails dating back to AD 1999 ©
- Poor reputation
- Little trust



Declining applications... % Qualified and **Total Applications Application Year** Attending RDC (Yield Rate) Fall 2009 5,331 Fall 2010 4,529 59% Fall 2011 4,494 70% Fall 2012 4,372 51% Fall 2013 4,389 53% RDC

Just a little **theory**...

- Leadership is "a process of social influences in which individuals want to feel included, supported and reinforced especially during change." (Kavanagh & Ashkanasy, p. 88).
- Leadership can only take place in a climate of mutual, coordinated action based on common values and a common vision (Fairholm & Fairholm, p. 102).



Change management

- Create a sense of urgency
- Form a coalition
- · Create a vision for change
- · Communicate the vision
- Remove obstacles
- Create short term wins
- · Build on the change
- Anchor the change

Kotter's 8 Step Change Management Model



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- "...uncertainty, ambiguity, frustration, and even chaos are reality..." (Apps, p. 1)
- We combat this reality by:
 - Distributing leadership
 - Supporting training & development
 - Sharing a service philosophy



Service philosophy

(Vision)

 The Registrar's Office supports the provision of services in a learner centered environment that respects the needs of the individual, each other and the community.
 We empower learners and clients to create, build and maintain their life-long relationship with Red Deer College, through the provision of professional, timely and technologically progressive services.



The perfect storm...

- Leaders are the primary force behind any organizational change; however, change only occurs when there is trust.
- Change also occurs when there is a change in leadership and management.

We had both. Now back to the problem...



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Motivation and job satisfaction are linked to:

Recognition Achievement Growth Responsibility

Meaningful work

Motivation won't occur until the following factors are satisfied:

Pay Policies

Job security Good relationships Clean and safe work environment

Herzberg's Motivational-Hygiene Theory



What we focused on (Obstacles)

- · Repairing morale
- Managing performance (good or bad)
- Creating procedures
- Creating training plans
- Hiring practices
- Streamlining processes
- Focusing on our core business
- Cross-training

"When the structure is wrong, even bright talented people find it hard to be productive" (Bolman & Gallos, p. 51).



How we did it

- 1. Set the Stage
- 2. Initiated the change through People
- 3. Created change through Process
- 4. Sustained change through Practice

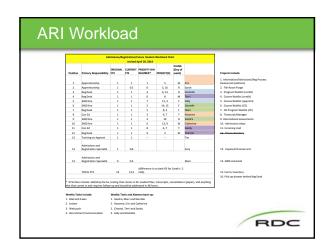


Step 1 (Urgency) Set the Stage • Desire to improve the work environment · Need to address workload fatigue · Overtime was not the solution Need to be competitive and retain every applicant RDC (Coalition & Wins) Step 2 Initiated change through People · Established a Process review team of experts and non-experts Interviewed staff · Identified quick wins • Gave permission to change RDC Step 3 (Build on Change) Created change through Process Provided time to review the process Set a deadline to complete review Acknowledged the investment made in establishing past processes · Documented new process and practices

RDC

Cross-training

How we got to 72 hours		
Dedicated Application Processors	Digit System	
Combined Phone Lines	Filing System	
Apprenticeship Binders	Office Moves /Consolidated Staff	
Error Checking	Weekly Tasks Plan	
Assign Projects	Eliminated Non-Core Services	
	RDC	





Step 4 (Anchor Change)

Sustained the change through Practice

- · Provide on-going training and support Crucial Conversations
- · Agree that good is good enough
- · Continue to encourage a culture of asking



Our reality now...

- Continuous improvement approach to communication & performance
- · Lead new service initiatives and technological change
- Current staff recommend others apply on jobs in our office. How cool is that?
- · Annual Planning and Process Review schedule



Planning & Review Schedule

- January to February Registration Process (reports)
- February Continuing Ed Summer program
 March GPA process for Admission & Continuing/New
 Student Registration
- April Apprenticeship Registration & International Admission
- May Admission Information on web and portal
- June High School transcripts
- July Mass call-out function
- August Drop-for-non-payment
- September Admission Charts and Processes
- October Supplemental/Deferred Exam Processes
- November Records Management/Archival
- December Operational Plan



The evidence					
Year	FTE	Total Applicants	App's/FLE	Comments	
2009/2010	15.5	5,331	344	Average of 8 week processing time	
2010/2011	14.6	4,529	310	Process Review initiated	
2011/2012	14.2	4,494	316	Average of 72 hours processing time	
2012/2013	11.5	4,372	380		
2013/2014	11.95	4,389	382	0.45FTE allocated to Inquiry/Future Student workload	
Total	-23%		+11%	% Change when comparing 2009/2010 and 2013/2014	
FTE - Staff Full Tin FLE – Student Full				RDC	

Theory to Practice

When did we know it worked?

- Leadership team talked about our success.
- The President took us for coffee to find out our secret to success.
- Staff from outside our department continue to apply for our vacancies.
- Our Director never has to worry about us@



Remember to celebrate Rebecca

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