

Bulletin

To: All CUE Members

Re: Ritchie and Associates
Final Report on Financial Services

from Ritchie and Associates

~~Just before Christmas the Union received a copy of Ritchie and Associates' 'Final Project Report' on Financial Services. As you will recall, we had been told by the University last summer that there would be no final reports. Then in October, probably as a result of the bad press they were receiving, the University made a public presentation of the AV services final report. The Unions were invited to the presentation — we were the only one that showed up. While the press met *WITH GELLATELY* in a separate room, we were given a long presentation by the Director of AV Services. Also in attendance were senior staff from AV Services, representatives from Personnel Services, and three of Ritchie and Associates' senior men. We were given the Operating Procedures Manual, so that we had substantial information on all aspects of the review. There were three CUE positions in AV Services, and part of the savings claimed by Ritchie and Associates came from the deletion of one of these positions. However, that position was already vacant, and slated for deletion before the review had even begun. The review itself had very little impact on our members in the front office. The rest of the staff belong to Cupe 116. The review was extremely comprehensive, and the majority of 'savings' was to come from 'improved utilization of staff' — in other words, increased productivity, decreased costs, and increased user fees. There was very little in the review that we could criticize, aside from the degree of control that was to be exercised over the individual workers.~~

SOMETHING ABOUT ALL SERVICES BEING AT LEAST PARTLY COST RECOVERABLE

jargon and

Just before Christmas, the Union received a copy of Ritchie and Associates' 'Final Project Report' on Financial Services. This time it arrived in a plain brown envelope, so to speak. There was no elaborate presentation, no procedures manual — just four pages of meaningless generalization, and a brief appendix which really explained what had been done. Without a full understanding of how the 'management control system' works, what does a sentence like this mean: 'By setting short term goals, through the use of Reasonable Expectancies (R/E's) and by developing a sense of urgency, the supervisors now have the means to accurately measure work accomplishment on a "short interval" basis'? Some of the 'benefits' of the system are reported as follows: 'Supervision is better trained in management concepts'; 'There is a better awareness of operating conditions'; 'An increased and improved level of communication exists between supervision and management', etc. The attachment explains the

'savings' to be realized: 13 positions (out of 54) are not required; annualized savings resulting from R&A's recommendations will be \$247,570.00. An average wage for the positions to be cut multiplied by 13 would come to about \$247,570.00. A simple equation.

[illegible]

We also received a ~~reportxxxxxxx~~ final report for the Campus Mail Room. After all of the problems created by the two R&A 'wet runs' the mail room staff were subjected to, ~~thexfinalxxxxxxx~~ R&A reported as follows:

Implementation of the System has not resulted in hard dollar savings as a result of reduced manpower requirements - the current actual crewing...prove(s) to be a good match to the required hours of the department...Use of the System will reduce the liability of over-time usage incurred by the past practice of granting vacation time "on demand", rather than on a pre-planned basis. The value of this, plus user problems caused by uncontrolled back-logs, cannot be ascertained. *abt?*

A full report ~~x x x x x~~ on the Finance Department, and the entire R&A review, will be presented publically by the Union at the beginning of February. A researcher hired by the Cupe national is currently working on this project.