

Final Report of the Situation  
Auxiliary Services  
NMSU  
October, 2012

Introduction

The Division of Administration and Finance at New Mexico State University executed an interview process of as many of its roughly 700 employees as possible, between Oct. 1 and 10, 2012. The purpose of these interviews was to gather data to describe the current state of the organization for a strategic planning initiative.

The Division also decided to perform a scan of up to 14 customer groups, in order to gather external data on the Division's performance and opportunities.

This report provides the initial results of the employee interviews and the customer scan for Auxiliary Services.

While an interview and analysis process of this type usually delivers a relatively good snapshot of the non-technical characteristics of an organization, it must be kept in perspective as being only a 'snapshot' in time. The reported results must be integrated with the day-to-day and historical evidence available to the organization. Interview data is credible because we seek patterns of information and do not report stand-alone individual comments but this data is also one sided. The total picture should be considered before conclusions are drawn or actions taken.

The Division and AS leadership are reminded that Auxiliary Services employees in the interviews were promised that they would see this report at some time.

**Report of the Situation for Auxiliary Services**

Auxiliaries Services appears to be a basically healthy, well-functioning organization. Most supervisors are seen as supportive and working in concert with their employees. Below the Directors level, the decision-making authority is appropriate for the level of responsibility. Employees and supervisors are generally empowered and can make decisions as needed.

Farther up the organization's hierarchy, the structure becomes more rigid and risk averse. Although this is an issue, employees are able to handle most of the issues before they get to this level.

Communications are reasonably fluid and employees are well informed. There are numerous training and development opportunities although most of the training is actually OJT. While there is no formal continuous improvement process, there is recognition that the employees know their jobs best and should be the primary source of improvement activity and ideas.

Employees feel that there is a real effort to treat everyone with respect, with a few exceptions. Respect is also linked with trust. There are improvement opportunities in these areas but the foundation is solid.

The evaluation system seems to be applied uniformly and is viewed as being of value. People feel that there is strong teamwork and that they work together well for the most part. Although there is no formal measurement procedure as such, employees “just know” when they have done a good job.

There appears to be a comfortable and supportive climate in the workplace. Although there is a desire for some supervisors to soften their approach (e.g., the negative aspects of their feedback), employees are willing to cut them some slack, observing that some people just have a ‘knack’ for good communications with their subordinates and others do not.

### **Report of the Customer Scan for Auxiliary Services**

#### *Strengths*

Customers reported the following as good things that were happening:

- They like the portals and printing capabilities available in Corbett
- Parking is seen to be doing a good job
- The Special Events group was singled out as doing well
- The leadership of AS has met with customers and asked if they were doing a good job

#### *Needs for Improvement*

Customers reported the following as things with which they were concerned:

- The services at Corbett are becoming more difficult to use and more expensive (must rent white boards for meetings for example)
- AS seems to be more highly motivated by bottom line results than with serving their customers
- That the AS organization seems to have many layers and to be more bureaucratic than it used to be
- That the Special Events unit was becoming more complicated to work with