

## Staffing Structure for the 21<sup>st</sup> Century

The continuing and corporate education units that are successfully transitioning into the 21<sup>st</sup> century use a web-based software system built for their industry. These units operate in a structure where revenue-generators can focus on revenue generation and not get tied down in day-to-day operational tasks.

Software and structure go hand-in-hand. The software must support the business of continuing and corporate education by streamlining tasks and showing proven ROI, while the structure must clarify roles which are supported by the software.

Successful continuing and corporate education units follow the 30% Rule – no product area, market segment, or delivery method should be responsible for more than 30% of the unit's revenue. This is one reason successful units provide both open enrollment offerings and contract training services.

Migrating to the right structure takes time, but the following are the key components of a winning structure:

**Director.** The Director of the unit must spend 50% of her time generating new opportunities (new product areas, new market segments, new delivery methods) for the unit. 25% of her time should be spent educating/training herself and her staff and the last 25% should be spent managing the unit.

**Operations Manager.** Operations is the hub of a successful structure and the Operations Manager plays a key role in the structure. He is responsible for managing all the day-to-day tasks of the unit such as finances, registration, data imputing and reporting, customer service, logistics, and any task allowing the revenue-generators to do their job more effectively. An important position in Operations is an Information Specialist, a person trained to answer the majority of the questions being asked by customers and empowered to make go/no go and refund decisions.

**Programming Manager.** Programming generates revenue by selecting the right repeat courses and building 20% new courses. The Programming Manager supervises all programmers who manage (not build) new course development, instructor hiring, training, and evaluation, and the selection of new initiatives the unit will take on. Tasks such as lining up repeat courses and instructors, tabulating evaluations, classroom scheduling, material purchasing, and so on are handled by Operations.

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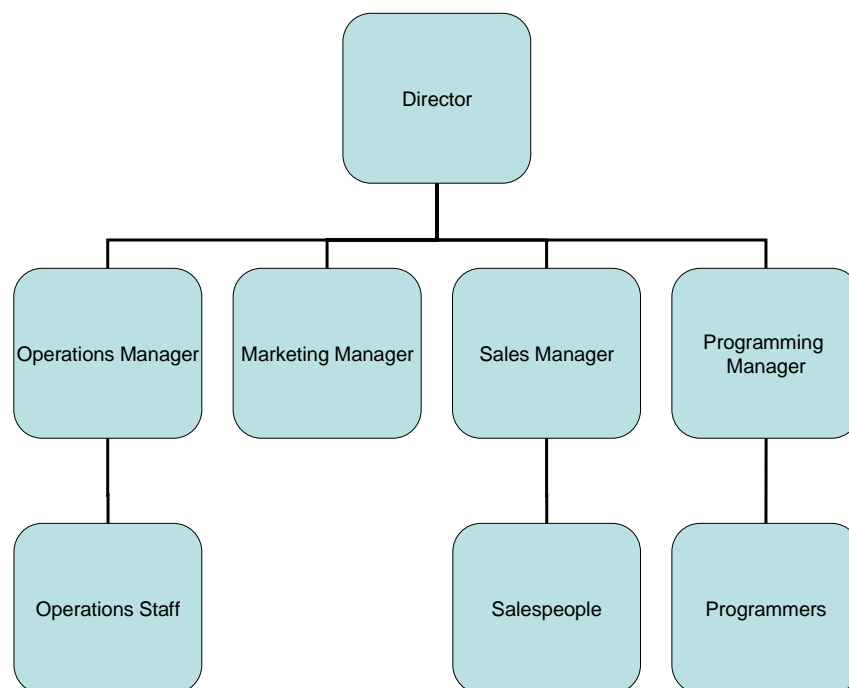
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It should be noted a programmer or salesperson working in this structure should be generating from 6-12 times their salary (amount depends on location of unit – rural compared to urban).

**Sales Manager.** If the unit is to generate contract training business, salespeople must be used. Like programmers, salespeople generate revenue. 75% of their time should be spent selling, which means not spending time implementing contracts or other operational tasks. The Sales Manager directs the Sales Team and focuses on generating leads and where necessary, closing sales.

Two of the biggest challenges in the structure are: a) providing the salespeople subject matter and product development support and b) the hand-off from sales once a contract is signed. Subject matter support can be provided by the Programming Team (and their instructors) or by a person on the Sales Team responsible for product development (who may coordinate with the Programming Team). Either within the Sales Team there is a person responsible for managing implementation (in conjunction with the Operations Team) or the contract is handed over to Operations to implement.

**Marketing Manager.** “Think marketing” is another key to a successful continuing and corporate education unit. Although the programmers and salespeople should provide the Marketing Manager guidance, it is his responsibility to manage the development of promotions and the website, analyze marketing data, ensure the unit’s brand is consistent, and coordinate the unit’s promotion timeline.



Transitioning to this structure could take up to three years, but having the right software system expedites the transition. Some conversion tips –

1. Start with Operations. Having the right person running Operations is critical. This person must be comfortable with both programming and sales depending on their operational tasks running smoothly, so they can do their jobs. They must be willing to investigate and implement a web-based software system which streamlines these tasks, contains industry best-practices and shows a proven ROI.

2. Figure Out Sales. Decide upfront how the Sales will be run. How will subject matter support and implementation be handled? Will it be handled within Sales or with support from Programming and/or Operations Teams?

3. Director Must Direct. Although the Director will need to lead the transition, they must be generating opportunities and empowering the rest of her staff to take on the duties of their position.

4. Accountability is Critical. Set benchmarks for staff such as cancellation rate, operating margin, lead: contract ratio and so on, so performance can be measured. Staff needs to be motivated to perform at a level consistent with the structure.

5. Communication. During the transition, you cannot over-communicate. People will have lots of questions and they need to be continually answered. But also start transitioning to an intranet or virtual office to handle reporting. Ideally, staff should not be in meetings more than 10% of their work week.

6. Redesign – NOT Restructure. This transition takes time. Think of the transition as a redesign and not a restructuring. Not every change has to take place at the same time. Start with Operations and then move to Programming and Sales and then to Marketing.

7. Telecommuting. Revenue-generators are 25% more productive if they do not have to work in the office, but instead at home. Consider how telecommuting fits into the transition.

The importance of having the right software system can not be overemphasized. Lumens was designed by Augusoft and the Learning Resources Network to support this structure and the transitioning of continuing and corporate education units into the 21<sup>st</sup> century. Lumen is built with the business principles supporting this structure and the tools to allow even a staff of three to follow the above guidelines.

For more information about redesigning your organization feel free to contact me at [marsello@lern.org](mailto:marsello@lern.org). For a tour of Lumens to better understand how Lumens can support your staffing redesign, you can contact Deanna at [deanna.dorscher@augusoft.net](mailto:deanna.dorscher@augusoft.net).