

A STUDY OF THE ORGANIZATIONAL STRUCTURE
OF THE OKLAHOMA STATE UNIVERSITY
STUDENT UNION

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A STUDY OF THE ORGANIZATIONAL STRUCTURE
OF THE OKLAHOMA STATE UNIVERSITY
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PREFACE

The person who has a clear understanding of his job and its relationship to the other jobs within an organization has taken a long stride toward gaining the knowledge that will establish him as an effective contributor to that organization's activities. The Oklahoma State University Student Union Director, Abe L. Hesser, recognized the need of this knowledge and cooperated with the author in conducting a study of the Student Union organization in an attempt to define the duties and responsibilities of the various positions and their relationship to each other within the Student Union organizational structure.

Knowledge gained in the course "Wage and Salary Administration", taught by Professor Wilson J. Bentley, was used in the preparation of the position guides. Concepts of organization gained from various management courses, taught by the Oklahoma State University School of Industrial Engineering and Management, were useful in the preparation of this report.

Appreciation is expressed to those many individuals of the Student Union organization who freely gave of their time and efforts in assisting the author in gathering the data for this study. Special appreciation is expressed to Abe L. Hesser for his assistance by giving of his valuable time and encouraging his staff to give their assistance to the author. The author is especially appreciative for the literature, counseling and encouragement given by Professor Wilson J. Bentley, Head of

the School of Industrial Engineering and Management, prior to and during the preparation of this report.

Acknowledgment is also given for the valuable help of Miss Velda D. Davis for the layout and typing of the report.

The author thoroughly enjoyed the opportunity to study an organization such as the Student Union and feels that a great deal of knowledge was gained while conducting this study in both human relations and managerial techniques.

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CHAPTER I

INTRODUCTION

The manager of an organization must be fully informed of the duties and responsibilities of those individuals for whom he has the responsibility of directing. The individual performing the job must have a clear understanding of what he has obligated himself to do upon accepting a job. Without this knowledge, neither the manager nor the individual worker can be expected to effectively accomplish the duties of their jobs. There must also be a distinct and clearly understood line of authority within the organization if it is to function smoothly and harmoniously in times of disruption as well as during normal operations.

Job descriptions and organizational charts have been devised for the purpose of providing the members of an organization with a written record of their position and duties within the organization. The use of these organizational aids eliminates the uncertainty and confusion often resulting from oral instructions which are easily forgotten or which change haphazardly as different persons are placed in positions of responsibility. These organizational aids are a necessity in the large organizations composed of thousands and whose activities are many and diversified. However, they are not limited in their usefulness to only large organizations. Their value has been recognized by many organizations consisting of less than one hundred persons. In actuality, job descriptions would undoubtedly prove useful to an organization composed

of only two persons, since they would serve as a ready reference for the settlement of any dispute of whose responsibility it was to perform a certain task.

The Director of the Oklahoma State University Student Union, Abe L. Hesser, recognized the value of these organizational aids in delineating the duties, authority and responsibilities of the various jobs within the Student Union organizational structure. It was with this purpose in mind that the author collected the data which forms the basis for this report.

Definitions and Terminology

A job description is commonly thought of as a written record of the duties, responsibilities and requirements of a particular job. A job specification is commonly thought of as a written record of the qualifications possessed by the individual who would perform the job in an acceptable manner. The job description refers to the requirements imposed by the job; whereas, the job specification refers to the qualifications expected of the worker. The position guides written in this report include both job descriptions and job specifications. The job descriptions are the first part of the position guides. The job specifications are listed under the qualifications heading.

The use of the term, Student Union, in this report is intended to include the Union Club, which is actually a physical and organizational part of the Student Union complex. Unless specifically stated otherwise in this report, the term, Student Union, shall be used to include all of the physical facilities within the Student Union Building except those facilities leased for commercial purposes not directly under the jurisdiction of the University.

Purpose of the Study

The purpose of this study is to investigate the organizational structure of the Student Union: the responsibilities, duties, organizational relationships and qualifications needed for the performance of these duties, of all supervisory positions and those jobs involving a large number of personnel which have a high turnover rate. In endeavoring to accomplish this purpose, sixty-one position guides have been written and organizational charts constructed for all departments within the Student Union organization. These sixty-one position guides include over ninety per cent of the separate and distinct jobs composing the working force of the Student Union.

The Student Union presents a good example of an organization with varied activities. Most of these activities are interrelated and dependent upon another segment of the organization for the accomplishment of their objectives. It is, therefore, necessary that each individual and each department has an accurate understanding of its duties and responsibilities and how they are related to other individuals' and departments' duties and responsibilities. Position guides and organizational charts provide this necessary information as a written record which is available for reference in the event a new person joining the organization is unfamiliar with its operations, or an experienced person is moved to another department or becomes confused as to the duties and responsibilities of their job and its relationship to other jobs within the organization.

Need for the Study

There were no detailed position guides or organizational charts of the Student Union organization prior to this study. A few departments had on file detailed operating procedures for a few jobs. Others had general duties listed for some jobs. There were no organizational charts found in any of the departments, with the exception of the Director's office, which had a report containing an organizational chart of the Director's immediate staff.

The personnel employed by the Student Union are largely composed of part-time University students or full-time employees who will remain in their jobs only long enough to get the desired training before moving on to higher paying jobs in other organizations. Therefore, the majority of the personnel are transitory.

This high turnover rate, of course, creates a large number of job vacancies which must be filled with qualified persons. The hiring of new personnel is a daily occurrence. The knowledge that these persons possess, in regard to their duties and their relationships with other persons and departments within the Student Union, is gained either through their supervisor, fellow workers, or through experience on the job. This places a heavy dependency upon these individuals, who also may not be very familiar with the Student Union organization, to instruct the new employee properly.

A great assistance in providing accurate and consistent instructions would be a written record of the responsibilities, duties and organizational relationships of the job. An asset in selecting the proper individuals for the job would be a written summary of the personal

qualifications needed or desired to perform a job. It is hoped that the position guides, contained in the Appendix of this report, will be of such assistance to the Director and others of the supervisory staff of the Student Union.

Selection of the Position Guide's Style and Content

The use for which the position guide is prepared should be the deciding factor in determining its style and content. There are numerous varieties of position guides. Each is designed for a specific purpose. To list a few purposes, some are used to clarify promotional lines within the organization; others are used as hiring and placement aids; while others may be used in a Wage and Salary Administration Program. The more complete position guides contain enough information to be used for any of the above purposes. Position guides not only vary in content and style, but also vary greatly in completeness, complexity and detail depending upon the position being described and the intent of usage.

After due consideration of the primary needs to be served by the position guides for the Student Union, the position guide's style and content shown in Exhibit 1 was determined to be best suited for serving the particular needs of the Student Union.

This position guide defines the following information about a particular job:

1. The job's title.
2. The position or job of the person from whom it receives its immediate supervision.
3. The department within the Student Union organizational structure of which it is a part.

Exhibit 1

PURCHASING AGENT

REPORTS TO: Foods Department Manager

DEPARTMENT: Foods

GENERAL RESPONSIBILITIES: Responsible for food and food supplies purchasing for the Foods Department, preparing purchase orders and records, supervising storeroom personnel.

SPECIFIC DUTIES:

1. Establishes and administers all purchasing procedures within limits imposed by Foods Department policy to obtain foods and food supplies at the best price consistent with quality.
2. Advises all departments, except foods, on time of arrival of products on requisition from their particular department.
3. Interviews salesmen, reads periodicals, and maintains vendors file to determine best sources of supply and price.
4. Verifies prices and amount of merchandise listed on invoices.
5. Maintains perpetual inventory of all non-perishable commodities, causes periodic inventories and assists Auditors in the annual inventory by helping check amount of products in storerooms.
6. Supervises and advises Storeroom Clerks in receiving, dispensing and storing of merchandise.
7. Maintains Card-X record system.

Exhibit 1 (Continued)

8. Types letters, requisitions, orders and related material.
9. Prepares statements of charge for all food disbursed to the various food units within the Student Union.
10. Receives production orders for perishable foods which are ordered daily and phones vendors to order these foods.
11. Attends Foods Department staff meetings.
12. Other duties as assigned by Foods Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Foods Department Manager for the proper performance of assigned duties, supervises four Store-room Clerks, cooperates with all departments in procuring supplies, coordinates and cooperates with Foods Department personnel in matters pertaining to the procurement and dispensing of foods and food supplies.

QUALIFICATIONS:

Education Required: High school 4

Specific Knowledge Required: Broad knowledge of foods, their prices and places of procurement, records keeping, typing, operation of calculating machine.

Leadership Required: Must be able to gain cooperation and coordinate the activities of a small group.

Judgment Needed: Must frequently determine the amount of food to purchase, inspection of the quality of all foods, time and price to pay for foods must be determined.

Special Abilities or Traits Necessary: Ability to meet and deal with people, memory for details, initiative.

Exhibit 1 (Continued)

Experience: Three years in procuring foods for smaller restaurant establishments, six months on-the-job work to gain a knowledge of foods department's needs and operations and to gain a working knowledge of the Student Union philosophy of operation.

4. A general listing of its responsibilities.
5. A list of its specific duties.
6. Its organizational relationships including the position of the person to whom it is accountable for the performance of its duties, the positions and number of people supervised by the person performing the job and any other organizational relationships within the Student Union which might be necessary in performing the duties of the job.
7. The personal qualifications needed or desired for the proper performance of the job's duties.

This position guide is designed primarily for the purpose of delineating the responsibilities and duties of the job, organizational relationships and qualifications of the person performing the job. Its use would, therefore, be primarily restricted to hiring and placement of persons and as an informational reference for new and old employees alike.

Other uses for which the organizational guide may have limited application are: (1) as an indication of promotional lines (although there is no specific heading designating this); and (2) as an indication of the monetary worth of the performance of the job's duties (although it is believed that more information should be supplied to accurately ascertain this factor). These two factors were not considered to be pertinent to the subject of this report; since promotional lines are essentially clear and due to the abundant labor supply and the characteristics of the operation of the Student Union, job evaluation would have limited applicability.

Organization of the Report

A discussion of the organizational structure and the functions of the various positions and departments of the Oklahoma State University Student Union is presented in Chapter II. Chapter III contains a discussion of conduct of this study which involves an explanation of the questionnaire employed, its method of distribution, the gathering of the study's data and the preparation of the position guides and organizational charts. Chapter IV contains the conclusion of this report which includes a discussion of the position guides, discussion and analysis of data collected and recommendations for further studies and for the use of this report. The Appendix contains position guides for sixty-one positions which are separated according to department or subdivisions of departments.

It is hoped that the Student Union Director and his staff will find this report useful in the operation of the Student Union. The position guides and organizational charts should give a clear indication of the various duties and responsibilities, along with the lines of authority, of each position described. They will provide a ready reference to all employees, old and new alike, for ascertaining not only their duties and responsibilities, but, also, the duties and responsibilities of the other departments and personnel with whom they must continually cooperate in order to accomplish the objectives of the Student Union.

Organizations have a dynamic quality. The organizational structures change to conform to new methods of operation. New positions are created, and the duties of old positions change as these new methods of operation are implemented. This creates the necessity for a continual

audit of the organizational structure. The changes discovered by this audit should be reflected by changes in the content of the position guides and organizational charts. The need for this review cannot be over stressed, since a study such as contained in this report, which becomes out dated, can prove to be a greater liability than an asset to the organization.

CHAPTER II

ORGANIZATIONAL STRUCTURE OF THE OKLAHOMA STATE UNIVERSITY

STUDENT UNION

The Oklahoma State University Student Union was opened for operation in September, 1950. It is a privately financed, self-liquidating project. The building was constructed through the sale of bonds issued by the Board of Regents for the University. Its operation is, therefore, subject to the control of the University President's Office.

The Student Union's primary functions are as follows:

1. Providing well-rounded social, cultural and recreational programs for the students and faculty of the University.
2. Providing food service to students, University personnel and all other persons desiring this service.
3. Providing a meeting place for campus, city, state and national activities, meetings, conferences, and similar events.
4. Providing banquet service for the above groups.
5. Providing facilities for the purchase of books, school supplies, and other schooling necessities, in addition to providing leased space for the location of various shops from which a variety of services and articles may be purchased.
6. Providing the facilities of a hotel for the use of persons visiting the University campus.

The physical facilities used to accomplish the above functions cost four and one-half million dollars at the time of the building's construction. There have been several improvements to the building and facilities, since that time, costing several hundred thousand dollars. The personnel employed to accomplish these functions consist of approximately one hundred and fifty full-time and approximately two hundred and twenty-five part-time student employees.

The operations of the Student Union are divided into departments by function, and are all under the direction of the Director or Director's office. The major departments and/or sub-divisions of the organization are as follows:

1. Director's office
2. Foods Department
3. Maintenance Department
4. Catering Department
5. Coffee Shop
6. Social Department
7. Bookstore
8. Accounting Department
9. Union Club.

The above departments have individual functions for which they are responsible, but each is heavily dependent upon the others in the performance of its functions. Therefore, there is much interaction among the various departments in the daily routine of their operation. Thus, it behooves each individual to have a clear understanding of not only its duties and functions, but also the duties and functions of the other

departments if there is to be an efficient and effective operation of the Student Union. The contents of this report are intended to assist the Student Union personnel in gaining this understanding.

Director's Office

The organizational structure of the Director's office and the Director's immediate staff is shown by Figure 1. This discussion pertains to only the Director, his secretary, the Assistant to the Director, his secretary and the Information Desk Clerks. The position guides for the above are in Appendix A. The remainder of the positions will be discussed separately in a latter portion of this chapter.

The Director is responsible for the over-all operation of the Student Union, the formulation of the operating policies within limits imposed by University policy, and directing or delegating the authority to direct all Student Union operations. The Director approves all hiring and dismissal of personnel employed by the Student Union. All purchases, except resale items, must receive his approval.

The Assistant to the Director also serves as the Coordinator of Conferences. The Assistant to the Director assists the Director and other staff members with the general operations of the Student Union. The duties of Coordinator of Conferences involve the promotion and scheduling of conferences and providing for all arrangements and facilities needed by these conferences. There are approximately four hundred conferences held in the Student Union each year. The Coordinator of Conferences has a secretary, Reservations Secretary, that assists him in the above matters.

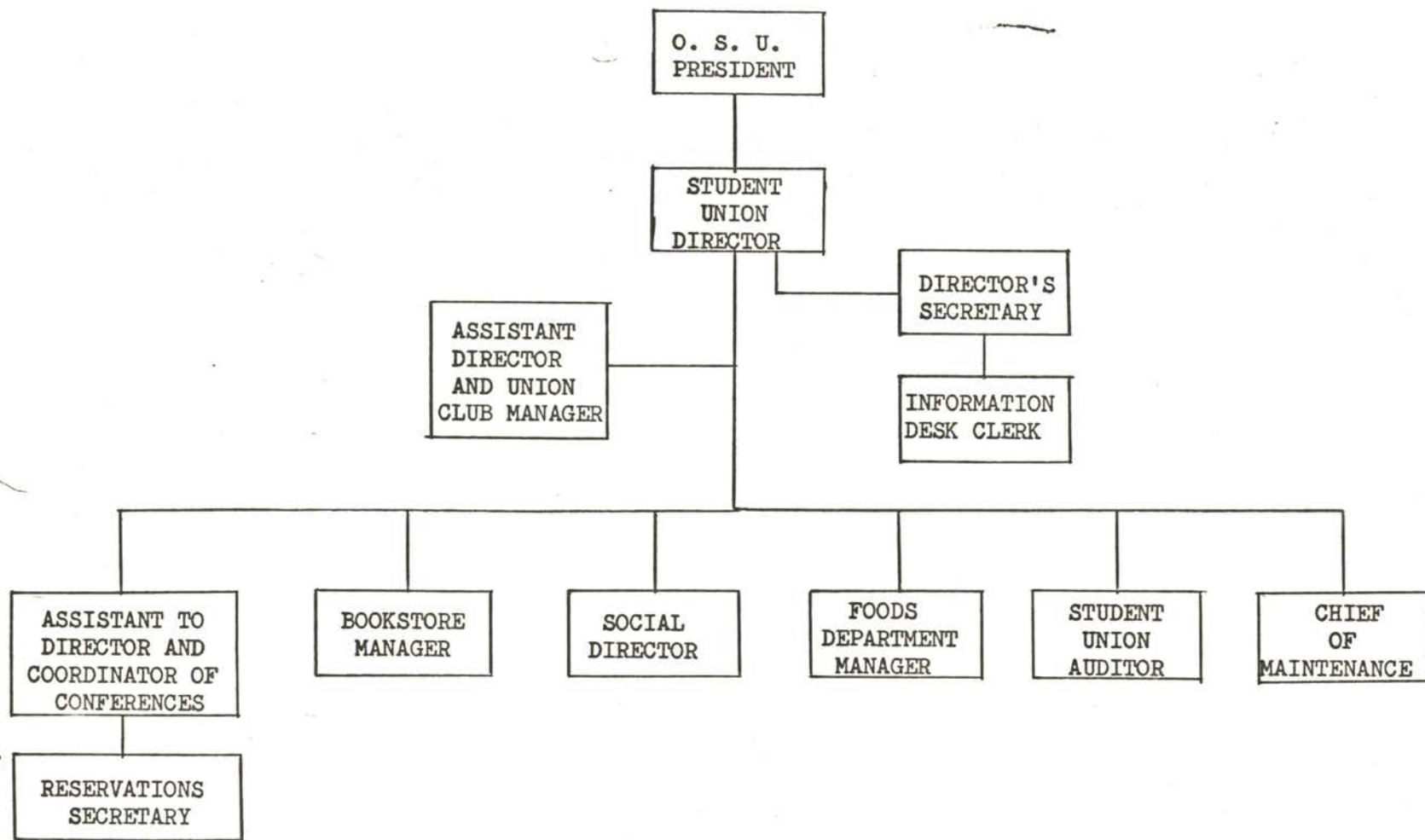


Figure 1. Director's Office Organizational Chart

The Director's Secretary not only acts as his secretary, but also supervises the Information Desk Clerks. Their duties primarily consist of providing general information about the Student Union and University campus to the public, cashing checks, and miscellaneous typing for various departments.

Foods Department

The organizational structure for the Foods Department is shown by Figure 2. The position guides, except for Coffee Shop personnel and Catering Department personnel, for the Foods Department personnel are in Appendix B. This department is primarily concerned with the preparation and serving of the food and drinks served by the Student Union. This includes the food and drinks served in the Coffee Shop, Starlight and Sunroom fountains, Cafeteria, banquets, teas and similar events. Food is also prepared for events held outside the Student Union. The magnitude of its operations during a busy month can be seen by the number of meals served in the following listing: 48,000 in the Cafeteria, 18,000 in the Coffee Shop, 2,000 in the private dining rooms, and 5,000 lunches, banquets, and teas in the banquet parlors and lounges and, in addition, an innumerable amount by the two fountains.

There are approximately 80 full-time and 150 part-time employees in this department. Their functions can be generally described as preparation and serving of foods and drinks, cashiering, food purchasing, general clean-up operations and supervisory duties of the above. These personnel work very closely with the other departments of the Student Union since the serving of food is a very vital part of the Union's business and affects many of its operations.

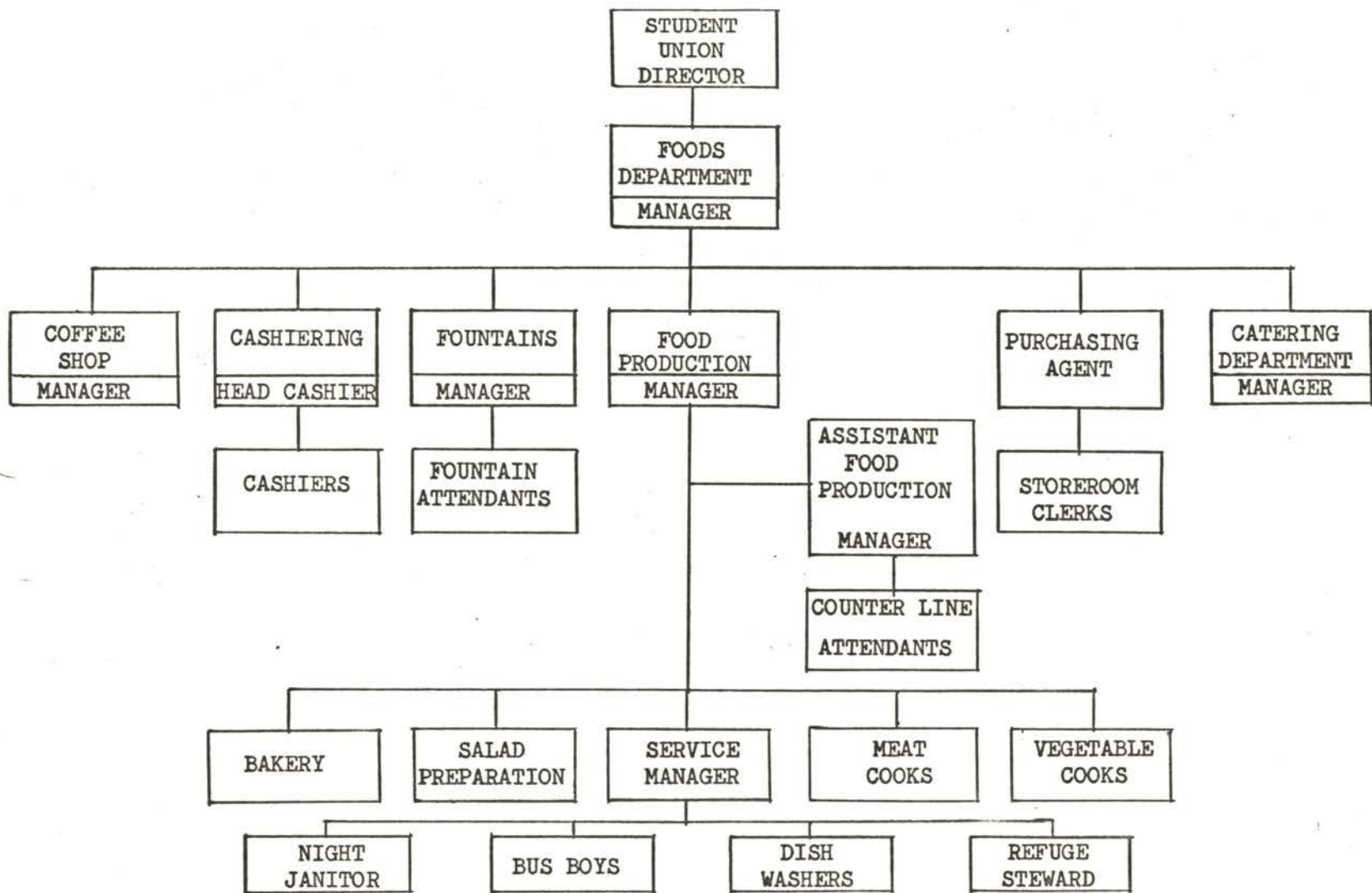


Figure 2. Foods Department's Organizational Chart

Maintenance Department

The organizational structure of the Maintenance Department is shown by Figure 3. The position guides for the Maintenance Department personnel are in Appendix C. The Maintenance Department is responsible for performing preventive maintenance and repair work on the equipment and facilities of the Student Union building. This includes air-conditioning and heating equipment, electrical equipment and facilities, painting, carpentry and upholstery work, mechanical equipment and minor construction projects. Included in this department is the Housekeeping personnel whose duties are to perform general clean-up of the building and to set-up facilities for meeting and dining rooms.

There are approximately 25 employees in this department performing the above functions. The Maintenance Department works in close conjunction with all other departments of the Student Union due to their dependence upon this department for the proper operation and appearance of equipment and facilities.

Catering Department

The organizational structure of the Catering Department is shown by Figure 4. The position guides for the Catering Department personnel are in Appendix D. This department is responsible to the Food Department Manager for the sales and service for all parties, banquets, receptions and similar events in which food is served. This department is given assistance in the planning of the above events by the Director's office. The magnitude of its operations is indicated by the fact that approximately 5,000 meals or teas are served by this department during a busy

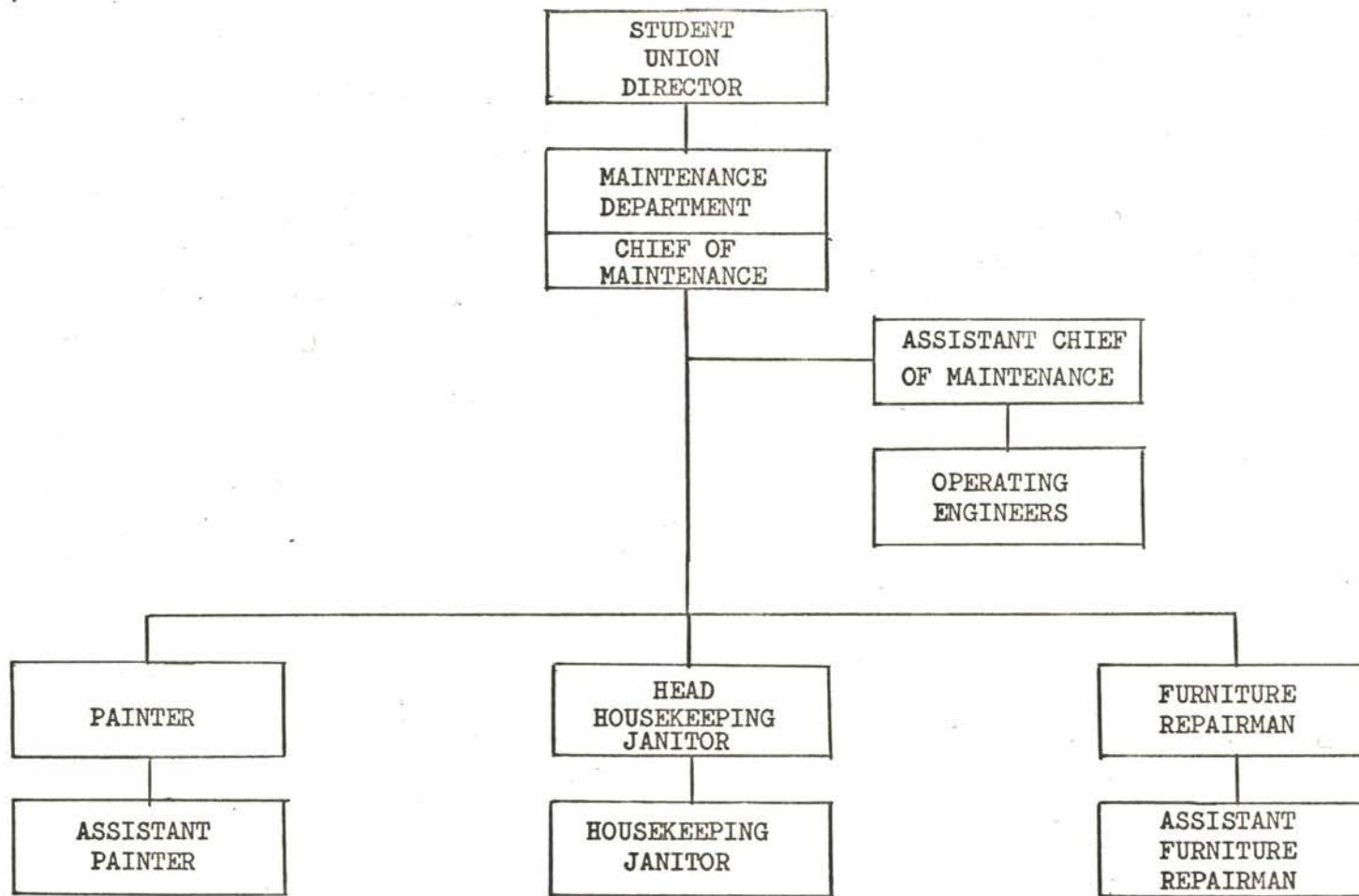


Figure 3. Maintenance Department's Organizational Chart

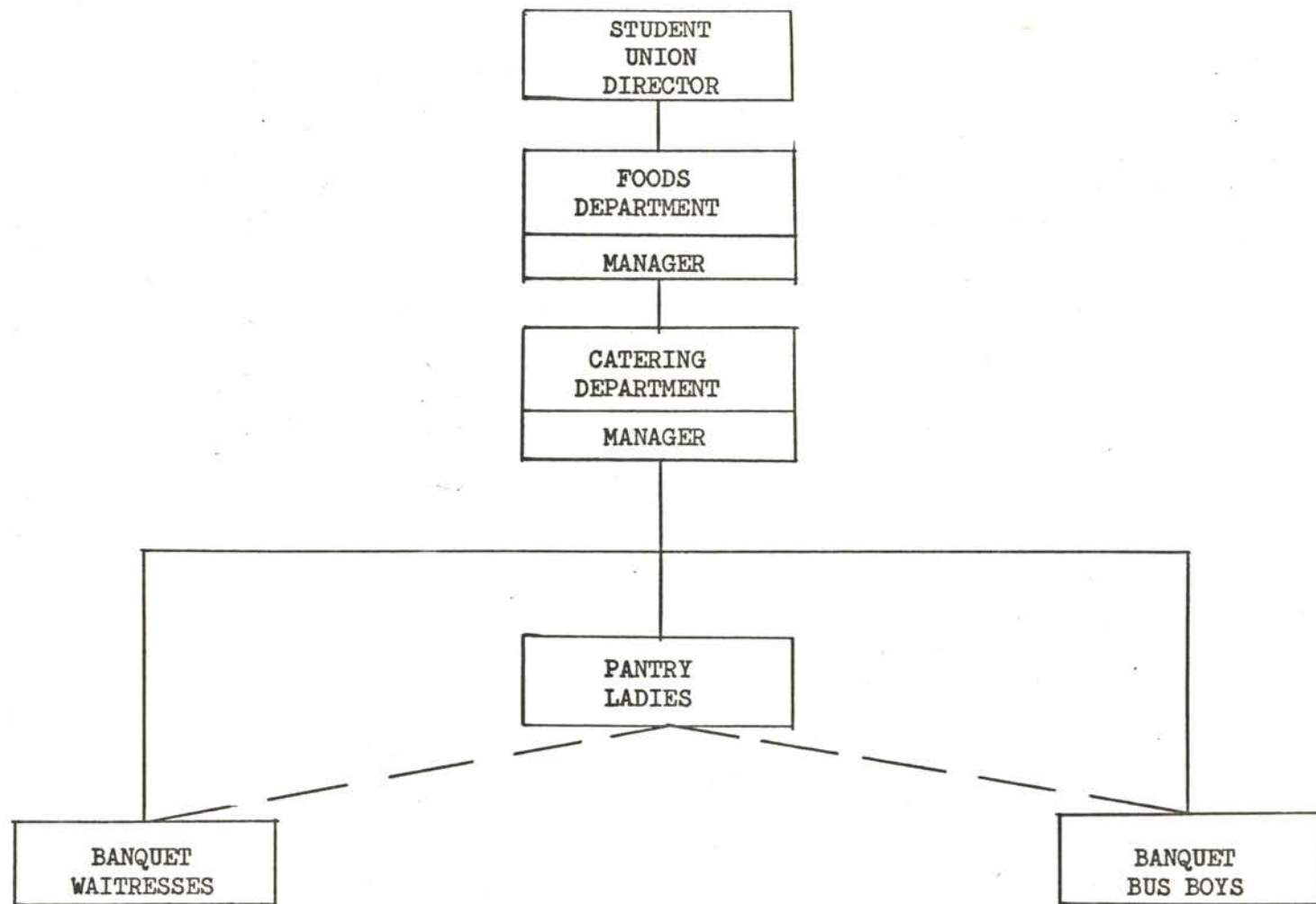


Figure 4. Catering Department's Organizational Chart

month. The food for the above meals is prepared by the Foods Department. Arrangements for dining space are made in cooperation with the Director's Office. The Housekeeping staff performs the necessary set-ups, such as tables, chairs, platforms and the like, for the dining events.

There are three full-time personnel in this department and the part-time help varies from one to fifty persons, depending upon the size of the banquet to be served. Their functions can be generally described as selling and planning of banquets; set-up work, not performed by the Housekeeping personnel, in preparation for serving the dining events; serving meals to guests; and clean-up of the dining facilities and utensils after the dining events. This department, also, is heavily dependent upon several other departments for the proper performance of its functions.

Coffee Shop

The organizational structure of the Coffee Shop is shown by Figure 5. The position guides for the Coffee Shop personnel are in Appendix E. The department is directly responsible to the Foods Department Manager. Its sales are geared to the general public as well as the students and faculty. The Coffee Shop depends on the Foods Department for its supplies and the preparation of certain foods. Most meats and salads served in the Coffee Shop are prepared by Coffee Shop personnel. The breakfast meal, except for pastries, is prepared by the Coffee Shop. During a busy month, approximately 18,000 meals are served in the Coffee Shop.

There are approximately ten full-time and thirty-five part-time

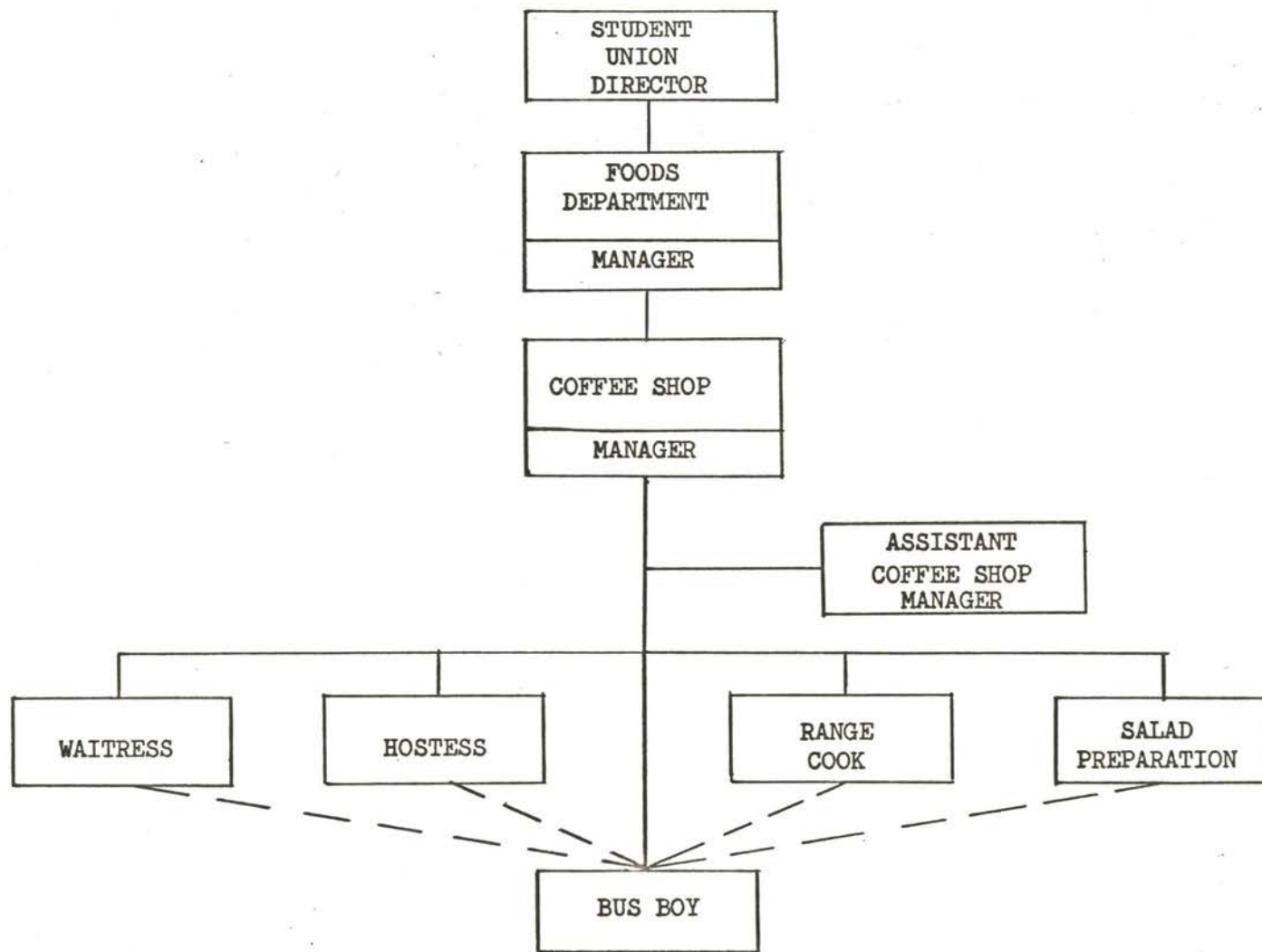


Figure 5. Coffee Shop Organizational Chart

personnel employed by the Coffee Shop. Their functions can be generally described as preparation and serving of food and drinks; hostess and cashier work; and general clean-up duties. This Coffee Shop is heavily dependent upon the Foods Department in performing its functions, and it must maintain close contact with persons responsible for scheduling conferences and banquets so that it may forecast its daily business.

Social Department

The organizational structure of the Social Department is shown by Figure 6. The position guides for the Social Department personnel are in Appendix F. This department is responsible for the student activities carried on in the building. This is accomplished through supervising and assisting the Student Union Activities Board. This department schedules all meeting rooms and operates the equipment in the Mimeograph room. Approximately 2,000 regular meetings and social events are scheduled each year.

There are two full-time employees in the Social Department and eighteen members on the Student Union Activities Board. This department is required to maintain a list of master calendar events and must keep all Student Union and University departments informed on these events.

Bookstore

The organizational structure of the Bookstore is shown by Figure 7. The position guides for the Bookstore personnel are in Appendix G. The Bookstore is responsible for selling and buying books, schooling supplies, and office supplies for students and University personnel. It also rents graduation attire to these persons.

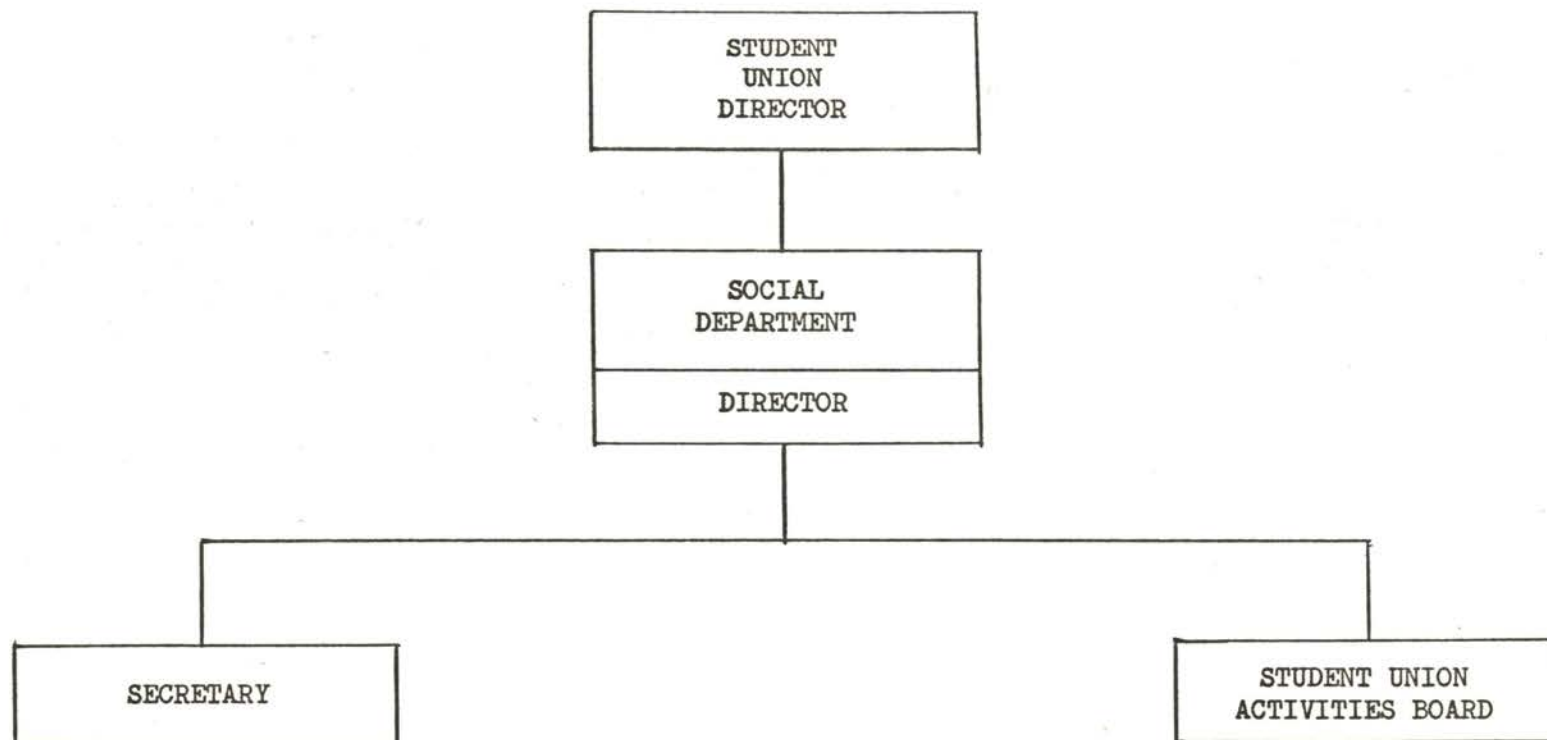


Figure 6. Social Department's Organizational Chart

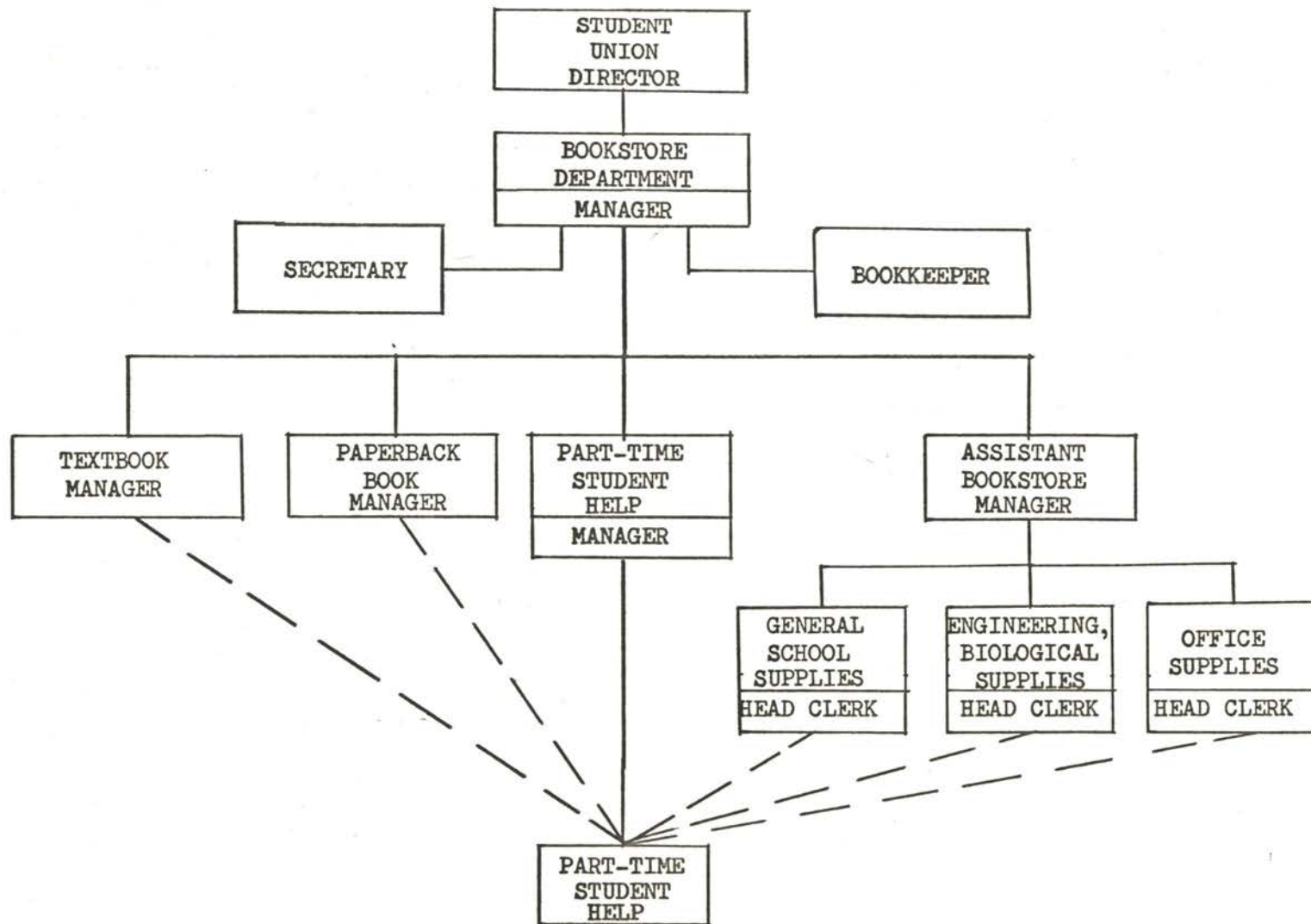


Figure 7. Bookstore Department's Organizational Chart

There are ten full-time and approximately twenty part-time student employees employed by the Bookstore. The full-time personnel are primarily concerned with the buying of books and supplies, clerking and supervising the work of the part-time students. The part-time students are assigned their duties by the Part-Time Student Manager and they receive functional supervision from those full-time employees within whose section they are working.

Accounting Department

The organizational structure of the Accounting Department is shown in Figure 8. The position guides for the Accounting Department personnel are in Appendix H. This department is responsible for the preparation of all payrolls, vouchers, and all report forms such as daily and monthly reports for the Student Union. It keeps accounting records of all financial activities of the Student Union. It prepares statements and keeps records of all accounts receivable and payable of the Student Union.

There are six full-time personnel employed in the Accounting Department. A general idea of their functions can be gained by noting their titles. They are the Student Union Auditor, Head Bookkeeper, Head Cashier, Accounts Receivable Clerk, Accounts Payable Clerk, and Payroll Clerk. The Accounting Department is accountable to the University Comptroller and the Student Union Director for following the procedures laid down by the University Administration as well as the bond holders. The Accounting Department is continually in contact with all other departments, since it keeps their financial records and assists each department in any record keeping problems they may encounter.

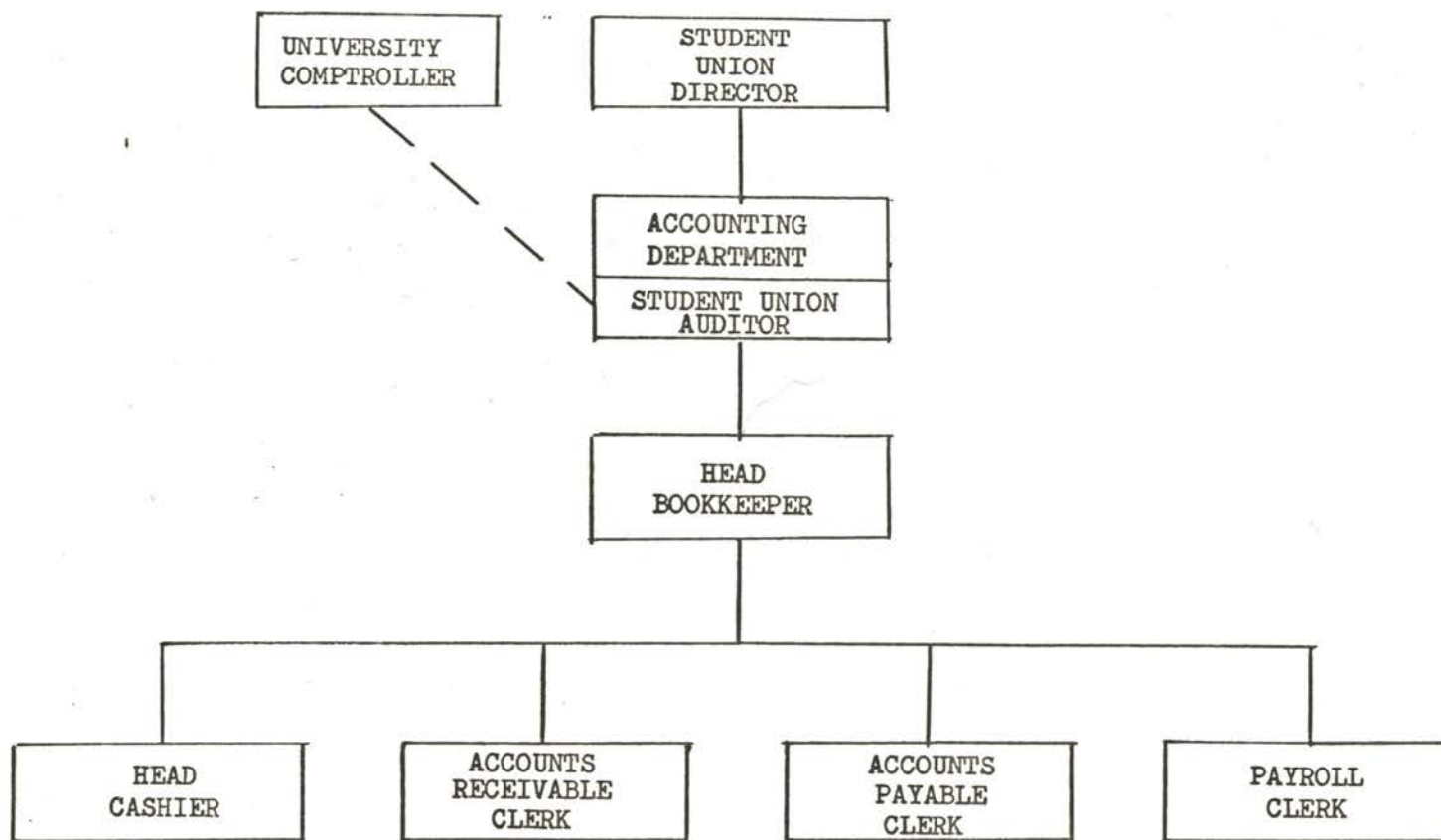


Figure 8. Accounting Department's Organizational Chart

Assistant Director and Union Club

The organizational structure of the Union Club and those other departments functioning under the Assistant Director's supervision are shown in Figure 9. The position guides for the above are in Appendix I. The Assistant Director is responsible for acting as a liaison officer between the Director and the department heads in order to coordinate all jobs; assisting the Director in the performance of his duties and assuming the responsibility for the performance of his duties during the Director's absence; supervising the operation of the Union Club, Games Room, and Barber Shop.

There are approximately twenty persons employed in the Union Club. A general idea of their functions can be gained by noting their titles. They are the Desk Clerks, Porters, and Maids. The facilities of the Union Club include 81 rooms and a dormitory with eight double deck beds. These facilities can handle a total of 225 people.

The other departments or functions supervised by the Assistant Director include the Barber Shop, which employs three to five Barbers and one Shoeshine Man; the Games Room, which employs three to five persons who supervise the activities in the Billiards Section and the Bowling Alley; and the Night Building Manager, who is responsible for the general operation of the Student Union during the evening.

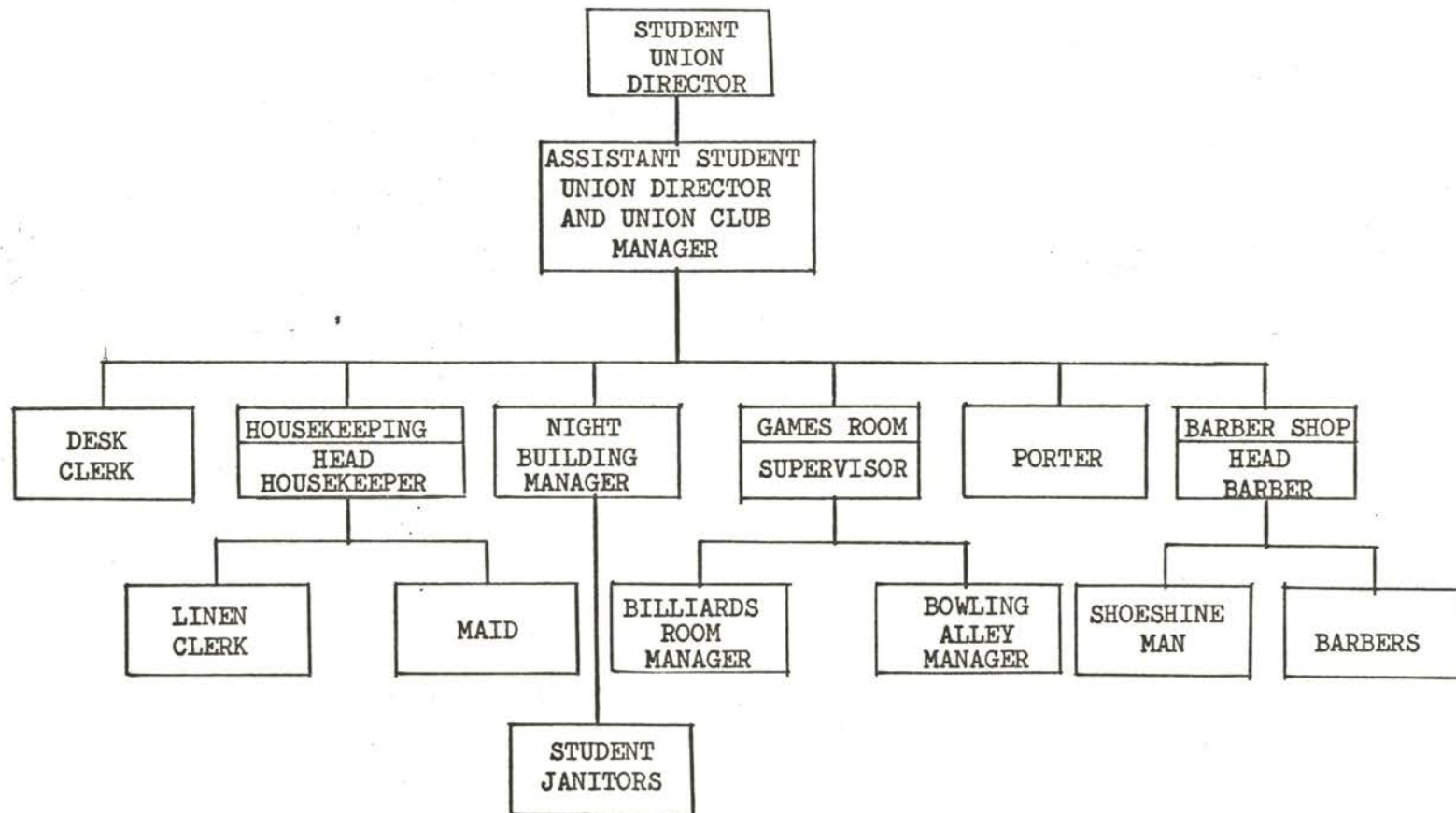


Figure 9. Assistant Student Union Director's Organizational Chart

CHAPTER III

CONDUCT OF THE STUDY

Discussion of the Questionnaire

In order to effectively accomplish the task of writing descriptions of the many and varied jobs and to prepare organizational charts for the various departments within the Student Union organization, it was necessary to obtain a considerable amount of information. The author chose the questionnaire as the principal method of obtaining this information.

There were two questionnaires employed: (1) Individual Job Questionnaire (Exhibit 2), and (2) Supervisor's Questionnaire (Exhibit 3). A very general and lengthy questionnaire was used because the author was not aware of the exact type and degree of complexity of the various jobs prior to this study. This resulted in a questionnaire which contained questions which were not necessarily applicable to some of the more menial jobs.

Also, the style of the job descriptions that should be employed could not be accurately determined until a knowledge of the jobs to be described was obtained. Therefore, the questionnaire contained certain questions that were not exactly pertinent to the style of job description which was determined to be best.

From reading the above, it may seem that time and material were wasted as a result of some of the questions not being particularly

Exhibit 2

INDIVIDUAL JOB QUESTIONNAIRE

Instructions for the Completion of
Individual Job Questionnaire

1. Complete and return to Mr. Hesser's office as soon as possible. Although it is desired to obtain the completed form as soon as possible, do not sacrifice accuracy and completeness in the interest of saving time.
2. Read all questions before making any entries. This will help to insure that the requested information is supplied in the proper space.
3. Answer each question as briefly as possible, consistent with complete information.
4. Your answers will be more brief and simpler to write if you will start each sentence with a word denoting action, such as "Open and distribute mail to, etc." or "Write reports pertaining to ..., etc."
5. Specific language will be more understandable than general description phrases. Avoid use of words such as "prepare", for example, "Prepare reports on cost of operation" could mean that the person is typing the reports or it could mean that the person is gathering the information on cost of operation and writing the report.
6. Read each of your answers carefully and decide if the information you have given would be clear to a person who had little or no experience in your job. Be sure the information given conveys the meaning it is intended to convey. A rough draft of your answers on other paper before you complete the form may be helpful.
7. If the space provided for the answer to any question is insufficient, use separate sheets, being sure to indicate the number of the item to which you are referring. Please sign and attach firmly to the questionnaire any extra sheets used.

Exhibit 2 (Continued)

Name (Last, First, Middle)	Room No.	Telephone No.
----------------------------	----------	---------------

Position or Job Title	Name of Immediate Supervisor
-----------------------	------------------------------

1. What is the general nature of your work? (Give the main objective of your job, such as, "Responsible for the efficient and economical operation of the ... department".)

-
2. What duties do you perform daily or almost daily, in the usual course of your work?

Exhibit 2 (Continued)

3. What duties do you perform at regular intervals, i.e., weekly, monthly, etc.? (State the interval for each duty.)

-
4. What duties do you perform at irregular intervals? (State approximate frequency if possible, i.e., once a year, one or two times a month, etc.)

-
5. What in your opinion is the most difficult part of your work? (Not necessarily the most difficult for you personally to perform.)

-
6. What in your opinion is the most important part of your work?

Exhibit 2 (Continued)

Note: In answering Questions 7, 8, and 9 below, please do not give the extent of your own personal education, experience, etc., unless it agrees with your opinion of the necessary requirement.

-
7. (a) What in your opinion is the lowest grade of grammar school, high school, college education, or equivalent that should be required of a person starting in your position?

(b) In your opinion are any special courses, subjects or other formal training, or equivalent (typing, shorthand, accounting, management courses, engineering, etc.) needed to start in your position? List below:

-
8. What minimum previous experience do you believe a person should have had to start to perform the duties of your position?

(a) Kind of experience?

(b) Length of time required to secure it?

(c) Where can it be obtained?

-
9. (a) With this equivalent experience and education, what additional working knowledge, in your opinion, must be acquired on your job by a person before he could barely perform the duties involved?

(b) About how long would it take to acquire this knowledge?

-
10. What mechanical equipment (including typewriter, office machines, etc.) is used in performing your work? List by name, indicating estimated percentage of your time spent operating each type of equipment.

Exhibit 2 (Continued)

11. (a) Do the duties of your position require you to deal with employees in other departments of the Student Union? If so, state briefly the general nature of such contacts and whether by letter, phone, or personal.

(b) Approximately what per cent of your time is spent in such inside contacts?

(c) Do your duties require you to deal with people who are not employees of the Student Union? If so, state briefly the general nature of such contacts and whether by letter, phone, or personal.

(d) About what per cent of your time is spent in such outside contacts?

12. Are you responsible for supervising other people? If so,

(a) What is the type of work supervised by you?

(b) List titles and names of persons reporting directly to you?

(c) How many persons are under your supervision, including those who report directly, and those who report indirectly to you through your subordinates?

Exhibit 2 (Continued)

12. (Continued)

(d) What is the extent of your responsibility for employees under your supervision, both direct and indirect? Consider such things as planning and verifying the work; training, directing or disciplining others; maintaining efficient operations; hiring or dismissal; frequency of contact, etc.

13. (a) Do you substitute for your supervisor? If so, describe the circumstances.

(b) Do you substitute for your subordinates or others? If so, describe the circumstances.

14. Are you responsible, or partly responsible, for the training, welfare and/or safety of employees over whom you have no direct supervisory authority? If so, explain briefly and state your opinion as to the degree of your responsibility.

15. In the performance of your duties, what decisions are you permitted to make without reference to higher authority? (Consider such things as hiring and dismissal of subordinates, change of work methods or times, financial matters, etc.)

Exhibit 2 (Continued)

16. What kinds of errors or mistakes in judgment or performance could a person make in your job?

17. In your opinion, what would be the consequences to the Student Union if such errors or mistakes were made, and how serious would they be? Consider such factors as loss of time, property or money; loss of confidential information; embarrassment to the Student Union, etc.

18. (a) Who assigns work to you? (State names and titles)

(b) Do you receive detailed instructions as to how the work is to be done? From whom?

19. (a) What parts or aspects of your work are checked or reviewed by others?

(b) By whom and to what extent?

20. (a) What are your normal working hours each week?

(b) Are you required to work overtime? Yes ___ No ___; About how many hours overtime do you average per week? ___ hours; Are you paid for overtime? Yes ___ No ___.

(c) If there are any other unusual conditions about your working hours, please explain.

Do you work Saturdays or Sundays? How often _____.

Exhibit 2 (Continued)

21. About what part of your time is spent: In office work ____%; In field work ____%.
-
22. If you travel in connection with your work:
(a) About how many trips do you average each month? ____ trips.
(b) Approximately how many nights are you away from home per month? ____ nights.
-
23. What are the undesirable working conditions of this position? Consider such things as physical effort, time on feet, heavy work, hazards or dangers, etc.
-
24. Roughly what proportion of your time is spent in: Standing ____%; Sitting ____%; Moving about ____%; Lifting, or other heavy physical exertion ____%.
-
25. What do you consider the primary problem or problems associated with your position at this time? (Consider such things as lack of personnel, faulty equipment, poor communications, faulty methods, etc.)
-
26. Add any other information or requirements that you believe would be helpful in describing your particular job.
-

DATE _____, 1962; SIGNATURE _____

Exhibit 3

SUPERVISOR'S QUESTIONNAIRE

TITLE OF JOB SUPERVISED _____ SUPERVISOR'S NAME _____

NAME OF PERSON PERFORMING JOB _____

Please read all questions before making entries. Answer each one as briefly as possible, consistent with complete information and in accordance with the instructions on the individual job questionnaire. As soon as possible, return the completed questionnaire to Mr. Hesser's office. If the space provided for an answer is not sufficient, use additional paper and attach it to this form.

1. What is the general purpose of this position?

2. Does anyone, besides yourself, assign work to the person(s) performing this job? If the answer is yes, state the person's name and the nature and extent of the work assignments.

3. Does the person(s) performing this job report directly to any other person except yourself. If the answer is yes, state the person's name and his position title.

NOTE: In answering Questions 4, 5, and 6, do not enter the qualifications of the present employee(s) unless they coincide with your opinion of the minimum starting requirements.

4. What minimum formal education, or its equivalent, is necessary to start the duties of this position?

Exhibit 3 (Continued)

5. What special courses, subjects, or other formal training are required, if any?
6. What previous experience should a person have had in order to meet the minimum starting requirements of this position?
 - (a) What kind of experience?
 - (b) Where can it be obtained?
 - (c) Length of time required to secure it?
7. (a) With the above education and experience, what additional working knowledge, in your opinion, must be acquired on the job by a person before he could barely perform the duties of this position?
 - (b) From your experience, about how long should it take a person to acquire this working knowledge?
8. List the mechanical equipment, including office machine, that must be used in this position.
9. What is the most difficult part of the work in this position?
10. What is the most important part of the work in this position?
11. (a) Do the duties of this position require the employee to deal with people who are not employees of the Student Union, i.e., general public, etc.? If so, state whether by letter, phone, or personal.
 - (b) Approximately what per cent of the employee's time is spent performing these duties?

Exhibit 3 (Continued)

12. (a) How frequently, and in what manner, are you in contact with the job to check progress, give further instructions and answer questions?
- (b) In what aspects of this work is the person on this job more or less "on his own"?
13. (a) What are the kinds of errors or mistakes in judgment or performance that he can make in his work?
- (b) What are the consequences to the Student Union resulting from such an error or such a mistake in judgment or performance?
14. (a) How many persons are supervised by the employee in this position, and what is the general nature of their work?
- (b) What is the extent of his responsibility for employees under his supervision both direct and indirect? Consider such things as planning and verifying the work; training, directing, or disciplining others; maintaining efficient operations, etc.
- (c) Within what limits is he permitted to make decisions without reference to higher authority?
15. What are the usual working hours of a person in this position?

Exhibit 3 (Continued)

16. What are the undesirable work conditions of this position? Consider such things as irregular hours, physical effort, time on feet, and others?
17. List any other points which should be considered in accurately describing this position?
18. What, in your opinion, are the most difficult problems encountered in supervising this position? (Consider such things as lack of contact, lack of time, lack of qualified personnel, etc.)
19. What do you consider the primary problem(s) associated in the performance of this job at this time? (Consider such things as lack of personnel, faulty equipment, poor communications, faulty methods, etc.)

DATE: _____, 1962; SIGNATURE: _____

applicable to the information which was sought. However, it was found that these questions were helpful in determining the various duties and responsibilities of these jobs.

Frequently a person would indicate that he performed certain tasks which had not previously been mentioned. This was probably due to a more thorough consideration of his duties upon being asked a specific question which brought to mind certain facets of his job which he had previously failed to mention. It was also noted that some persons would write an answer, which should have been in reply to another question, to a question which was not applicable to their job. The author has, therefore, been led to believe that a lengthy questionnaire, although tedious and time consuming to complete, is best for projects such as were undertaken in this report.

Questionnaires were not used in obtaining information on all jobs. The initial intention of the author was to write position guides on only the supervisory positions and the more important jobs. However, during the course of gathering job content information it became increasingly evident that a larger number of jobs would need to be described in order to adequately gain a knowledge of the operation of the Student Union and to adequately cover its functions and activities. Additional questionnaires were distributed to those persons not previously issued a questionnaire whose job it was considered necessary to describe, except for those jobs whose duties were rather simple and routine. The information used in preparing these position guides was gained through personal contact with the person performing the job, their supervisor and from various office material relative to their duties.

Distribution of the Questionnaires

The initial distribution of the questionnaires was accomplished by the author at the weekly Student Union Director's staff meeting. The persons attending this meeting were the Director's immediate supervisory staff to whom all personnel employed by the Student Union report either directly or indirectly. The purpose of the questionnaire, instructions for properly completing it and what was to be done with the information received was explained.

Due to shift work and the necessity of most individuals to remain at their work stations, it was not possible to call a general employee meeting to personally distribute and explain the use of the questionnaire to each employee who was to complete one. Therefore, each person attending the staff meeting was issued what was considered the necessary number of questionnaires to distribute and explain to their subordinates.

The proper method of completing the questionnaire was explained on the first page of the questionnaire and further detailed instructions and suggestions were added to some questions. Included in these instructions was the advice, "complete each question as briefly as possible, consistent with complete information". Various degrees of completeness were noted on the completed questionnaires. Some statements were so short and general that little or no information was received; others were so long and detailed that no question should arise as to their meaning. Considering the completed questionnaires as a whole, they were very well completed and relayed a great amount of information. This was of considerable assistance to the author in preparing the job descriptions.

Upon receipt of the completed Individual Job Questionnaires, the immediate supervisor's name was noted, and a Supervisor's Questionnaire was issued to this person. Not all supervisors were asked to complete Supervisor's Questionnaires. The reason for this was partly due to necessity (some would have had to complete as much as 35 pages of questions), and partly due to the fact that there was no necessity to have Supervisor's Questionnaires completed on certain jobs due to its simple routine duties, i.e., Bus Boy. However, those jobs whose duties were supervisory in nature or involved a complexity of duties and responsibilities were covered by a Supervisor's Questionnaire. The only exceptions to this were in those cases where enough additional material, which contained the desired information, was available from office files to preclude the necessity of a Supervisor's Questionnaire.

The return of the completed questionnaires was, initially, rather slow even though instructions had been given by the Director for their prompt completion. The majority adhered to the completion date set by the Director; however, several persons were slow in returning their completed form. Through conversations with these individuals several things were noted. A few stated they had been too busy; others were unduly concerned with the completeness of their questionnaire; others were having difficulty in adequately describing their duties on paper although they were apparently well informed of their job content. Very little apathy from the respondents was observed by the author. Most expressed an interest in the project and a willingness to assist by giving any information needed. The persons who were individually spoken to regarding the completion of the questionnaire, on the average, returned the form quicker and more completely answered than those with whom the author did not have the opportunity to speak personally.

Gathering of Data and Preparation of Position Guides

Each Supervisor's and Individual Job Questionnaire was read and studied. Notations were made by any statements that were not clear for later clarification. After studying the questionnaires, the supervisors were visited and the jobs under each of their supervision were individually discussed. The person or persons performing the job were then interviewed and clarification of some of their statements was obtained.

In many of the interviews, more information was gained about the particular job being performed than was available on the completed questionnaire. In some cases, the persons had difficulty in explaining their duties, both in writing and orally, although they apparently performed their duties capably. In these cases, the author had to make the best judgments possible with the available information.

Weekly Director's staff meetings were attended as well as staff meetings of the various departments. This aided the author by giving him a clearer insight into the various functions and activities of the departments. The interdepartmental relationships and their dependency on one another was also learned. This was very helpful in completing the job descriptions, since it is necessary to understand the operations of the entire organization before one can clearly understand the duties of the individuals who compose the organization.

Upon the completion of the position guide, it was shown to both the supervisor and the person performing the duties of the job. Each statement was reviewed by these persons. The necessary additions, deletions and corrections were made in those cases where the duties had been misunderstood, had been stated incorrectly, or omitted by the

author. Some of the respondents were helpful in supplying terminology peculiar to their type of work, which clarified statements and made them more meaningful to a person engaged in their activities.

A tour of the various departments and parts of the Student Union building was made to gain a knowledge of the physical layout of the building and the equipment which is used in its operations. This was, also, helpful in gaining information useful in writing the position guides.

The respondents were interviewed at their work place: their offices or in the office provided for the author. An attempt was made to not interfere with the normal operating routine. This was rather difficult to do at times and resulted in delays and lengthy interview periods on occasions. Although few problems arose in gathering the data for this report, the major problem was the time involved in gathering the data. Sixty-one position guides were prepared and each of these involved the interviewing of at least one person and normally two or three persons. The length of these interviews varied from approximately ten minutes to over one hour.

Position guides were prepared for each department from information gained from the questionnaires and personal conversation and observation. The position guides were shown to each department head concerned and appropriate corrections were made as necessary.

Cooperation from all persons concerned was very good throughout the gathering of the data. Many talked freely of their duties and responsibilities, the activities and functions of their departments, the areas that they felt needed improvement and the operation of the Student

Union. After reviewing their personal and departmental personnel's position guides, most department heads expressed a desire to obtain copies of the position guides for their personal use.

CHAPTER IV

CONCLUSION

Discussion of the Position Guides

In writing the position guides, an attempt was made to describe each job using the smallest amount of verbage possible consistent with a thorough job description and specification. The objective was to write a position guide which could easily be read and understood by any person who might have occasion to do so. Most of the position guides' lengths were less than two pages. Therefore, a person should be able to gain a good general understanding of the basic responsibilities and duties inherent in a particular job within a few minutes.

It was necessary to omit certain duties and qualifications which are sometimes included in position guides, for the sake of brevity. The duties and qualifications omitted are common to nearly all jobs and are normally implied even though not specifically stated. If the above mentioned duties and qualifications were particularly applicable and formed a major function or prerequisite of the job, they were included in the position guide; otherwise, they were omitted. Specifically, duties which are normally common to all managerial positions include: listening to and arbitrating grievances; assigning responsibilities and delegating authority; maintaining and improving quality of work; responsibility for the safety and health of subordinates; keeping others

informed and the like. Similarly, several qualifications which are commonly associated with the performance of most jobs include: honesty, dependability, willingness to work, reasonably good health and mental condition and the like.

The information presented in the position guides is the consensus of the persons' performing the job, their supervisors' and the author's. The content of the job specifications is largely a result of the author's personal evaluation of the job, with the concurrence of the person performing the job and their supervisor. It is possible that certain qualifications were overlooked. The list in the job specification is not intended to be regarded as absolutely complete. However, it does contain the more prominent qualifications necessary for the proper performance of the job.

The titles of the jobs listed in the position guides are primarily those that were applied to the jobs prior to this study. In a few cases minor title changes were made in order to provide a clearer nomenclature. The Maintenance Department was previously referred to as the Engineering Department. All parties concerned agreed that Maintenance, rather than Engineering, was the proper title which should be employed due to the nature of work performed by this department.

Discussion and Analysis of Data Collected

There were few cases in which the respondents of the questionnaire indicated they were responsible for the performance of duties listed by other respondents. In those few cases in which this occurred, the conflict was not a major one or actually involved the assistance of one of the persons in performing the duties listed. Most of the respondents

appeared to have a clear understanding of their duties and responsibilities as far as the author could determine.

However, there was some confusion on the part of several individuals as to who was their immediate supervisor. The supervisors were, in most cases, well aware of who the personnel were that reported to them. There were four departments in which the above occurred. Questioning brought out the following reasons for this situation:

1. Lines of authority were not being used; thereby, resulting in confusion as to the person who was actually the immediate supervisor.
2. Functional supervision was confused with direct supervision by both the persons who professed to be directly responsible for the persons' supervision and the persons who received the functional supervision.
3. There had been no formal designation made as far as the employee was concerned, and the respondent listed on the questionnaire that individual who issued the majority of instructions.
4. The high degree of interaction of the various departments resulted in some individuals receiving instructions from several persons.
5. Due to the age and experience of certain persons, they have been allowed to report directly to the next higher level of supervision; although they were subordinate to the persons who are managers of the departments concerned.

Several of the above situations are indications of the informal organization working within the Student Union organization. The informal

organization is proper and necessary, in most instances, to the efficient and effective operation of the organization. The formal organization, however, should be used for delegating responsibilities and duties. As far as the author could discern, most of the situations listed above are creating very little disruption to the operation of the Student Union. However, a degree of anxiety was noted among certain individuals as to their exact position within the organizational structure as a result of this situation.

There are several ways of constructing organizational charts to depict lines of authority. The particular structure used in this report is one which the management of the Student Union is accustomed to using in depicting organizational relationships. This structure is a modified version of the structure that the author originally intended to employ. The primary difference between the author's method and the Student Union management's method is in the positioning of an assistant's block on a chart. The author prefers to place the assistant's block on the same line as other functional positions' blocks when the assistant's position calls for the performance of similar functions. The Student Union management prefers to place the assistant's block directly beneath, but not on the same line as other functions, his immediate supervisor (the position of which he is assistant). The organizational chart should have a structure which is most meaningful to the persons who will use it. Therefore, the Student Union management's method was employed, since they will be using these organizational charts.

The data collected in this study was primarily intended to be used for the purpose of preparing position guides and construction of organizational charts, although there were a few questions on the questionnaire

which were not directly concerned with these purposes. One such question asked, "What do you consider the primary problem (or problems) associated with your position at this time?", revealed some interesting answers. Approximately fifty per cent of the respondents listed problems associated with their jobs. The remaining fifty per cent either stated "none", or made no reply. The problems listed primarily fell into two groups:

1. Lack of personnel or lack of qualified personnel.
2. Communications problems.

Neither of the above are problems unusual to most organizations. They are, however, symptoms indicating the possibility of insufficient attention to organizational principles, insufficient training, careless personnel management and similar difficulties caused by inadequate management. Time did not permit an investigation of these problems to determine the extent of their effect or their cause. From the information gained through this study, the author is of the opinion that their effect is not too substantial; and that they are probably due to the high degree of interaction among the various departments in the performance of their duties, and the high turnover rate which is inherent in an operation such as this, which is limited in the amount of money available to retain qualified personnel.

Also of interest was the number of hours worked by the Student Union employees. Many of those not scheduled for shift work spent an average of approximately fifty hours per week with some stating they worked as much as sixty hours per week. This is a result of either one or both of the following reasons:

1. The work to be accomplished by these positions is of such

magnitude that the long hours are required.

2. The work habits of these individuals are ineffective; thereby, resulting in an excessive amount of time on the job.

Studies have indicated that the ideal work week, as far as productivity is concerned, is approximately from thirty-five hours to forty-five hours. Beyond forty-five hours, productivity will steadily diminish. It would, therefore, seem desirable to investigate the above situation to determine the cause of the excessive hours spent on the job.

Recommendations

During the course of this study, several aspects of this organization were noted which warrant further study. It is recommended that interested and qualified graduate students be encouraged to study and report on one or more of the following projects (the first one was recognized and recommended by the Student Union Director):

1. The preparation of operating manuals for all departments within the Student Union organization.
2. An analysis of the work methods and procedures of the various operations occurring in the Student Union with the objective of developing new methods and procedures which are more effective and require less time to accomplish.
3. An analysis of the communications network within the Student Union with the objective of developing communication procedures which will insure that all persons are properly informed of activities affecting their functions.
4. Using the Appendixes of this report as a basis, perform a study of the organizational structure of the Student Union

with the objective of developing an organizational structure which will more effectively utilize the abilities of its members.

In regard to the contents of this report, it is recommended that the Director:

1. Distribute copies of the position guides and organizational charts of each department to the departments concerned, and personally review these with each supervisor.
2. Initiate a policy which insures the continual review of the position guides and organizational charts for the purpose of keeping them current as functions of the jobs and the organizational structure change.

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APPENDIX A

DIRECTOR'S OFFICE

POSITION GUIDES

STUDENT UNION DIRECTOR

REPORTS TO: Oklahoma State University President

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of Oklahoma State University's Student Union; formulating and executing Student Union policies, plans, and procedures within limits imposed by University policy; exercising general supervision and assuming responsibility for the effective administration of all Student Union policies and procedures; seeing that the Student Union building and equipment are properly maintained and that adequate and trained personnel are available to effectively carry out all Student Union operations; insuring that a well-rounded social, cultural and recreational program is offered to all University personnel and students through Student Union facilities.

SPECIFIC DUTIES:

1. Directs and generally supervises all Student Union activities, including but not limited to the development, production, promotion, and sale of its products and services.
2. Responsible for the profitable operation of the Student Union while, at the same time, providing a well-rounded social, recreational and cultural program.
3. Prepares plans and programs for the Student Union's future activities including proposed expansion into new areas of

activity and severance or improvement of unprofitable activities.

4. Develops and administers Student Union policies governing the manner in which its business will be conducted, within limits imposed by University policy.
5. Develops a sound organization plan which will insure adequate coverage of all functions.
6. Selects and appoints immediate subordinates, and delegates to each the responsibility and authority for performance of his assigned functions.
7. Advises, assists, and supervises all immediate subordinates in their performance of assigned functions and in the manner in which their individual objective and programs are being pursued.
8. Promotes the reputation of the Student Union among its employees, University personnel, students and the general public.
9. Insures that proper and fair courses of employee and public relations are followed at all times.
10. Maintains a continual check on operational procedures and activities, and orders or directs whatever action may be deemed necessary to correct unsatisfactory conditions.
11. Approves booking of all facilities, rendering of all invoices and statements, hiring and dismissal of all employees and purchases of items other than merchandise for resale.
12. Sets-up training methods and procedures for staff and employees.
13. Answers correspondence requiring the personal attention of the Director.

14. Analyzes operational reports and financial statements to determine operational efficiency and takes required action to alleviate any adverse conditions noted.
15. Presides at weekly staff meetings.
16. Attends out-of-town restaurant, college student union and hotel meetings, and reads appropriate literature to keep current on the most efficient and economical methods of managing and operating the Student Union.
17. Attends monthly conference with University President and Comptroller for the purpose of reviewing operation and plans of operations of the Student Union.
18. Responsible for complete inventory of Student Union building and facilities.
19. Assists with preparation of annual Operations Report.
20. Responsible for providing facilities for conferences and groups who wish to meet at the Student Union.
21. Other duties as assigned by Oklahoma State University President.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Oklahoma State University President for proper performance of assigned duties; supervises Assistant Director, Bookstore Manager, Student Union Auditor, Chief of Maintenance, Foods Manager, Coordinator of Conferences, Assistant to Director, and Director's Secretary and through them 150 full-time and approximately 225 part-time employees; coordinates, assists and cooperates with all Department Managers in matters related to the operation of the Student Union.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Personnel Management; Hotel and Restaurant Management; general statistical analysis of reports; fundamentals of accounting.

Leadership Required: Must be a very capable leader in order to effectively coordinate and gain cooperation of a large number of persons engaged in performing activities of a diverse and changing nature.

Judgment Needed: Hiring and training of subordinates, developing plans, policies and procedures of operation, forecasting of business, handling of customer and employee grievances.

Special Abilities or Traits Necessary: Ability to meet and deal with people, ability to make decisions, creative ability, ability to plan, initiative, mental adaptability, practical reasoning, written and oral expression.

Experience: Three years as Assistant Director in a College Union of comparable size; one year on-the-job experience to gain a knowledge of faculty, staff and students and their habits in relation to the Student Union and to gain an understanding of the University President's philosophy of operation.

ASSISTANT TO DIRECTOR AND COORDINATOR OF CONFERENCES

REPORTS TO: Student Union Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for all conference facilities, scheduling and arrangements within Student Union, as well as on University campus, and insuring their proper functioning; assisting Assistant Director and other staff members of the Student Union with the general operations of the Student Union building; assisting Social Director with the Student Program in the Student Union building.

SPECIFIC DUTIES:

1. Performs Student Union building inspections which consist of noting the general up-keep of the building, both inside and outside; and adequacy of meeting and dining room set-ups at least twice daily.
2. Takes appropriate action to alleviate any discrepancies found by inspection by notifying responsible individuals or correcting himself.
3. Meets with Conference Chairmen to insure that they have all facilities requested or needed in their meeting rooms.
4. Checks with Catering and Starlight Fountain personnel to determine if they need any assistance during lunch periods and takes appropriate action to gain assistance if needed.

5. Prepares and signs letters to responsible parties of all catering and conference groups thanking them for their business.
6. Checks for accuracy and initials all charge sheets from Social Department for meeting rooms, signs and Mimeographing service.
7. Checks for accuracy and initials all statements sent out from Accounting Office.
8. Makes entries in daily Operations Manual of previous day's business with particular emphasis upon Foods Department patronage number.
9. Attends daily and weekly Foods and Student Union Director's staff meetings.
10. Draws diagrams of banquet set-ups for Housekeeping crew.
11. Prepares monthly Food Department patronage forecast by noting type and amount of conferences and meetings, normal patronage, weather and other factors which might affect number of customers of Food Department as compared to the past year.
12. Reviews previous day's Food Department patronage forecasts to determine accuracy and factors which might be considered to improve forecasts.
13. Makes ice carvings and decorates for buffets, luaus and similar events.
14. Works in Catering, Fountain, Coffee Shop and Union Club as needed.
15. Corresponds and meets with conference chairmen and planning committees for the purpose of making arrangements for conferences.
16. Responsible for preparation and mailing of Master Calendar of Conferences to University Administrators and news media.

17. Assists Social Director in acting as an advisor to and meets with Student Union Activities Board Executive Committee for the purpose of advising the Board on any matters pertaining to their activities within Student Union.
18. Recruits conference business through personal contact, correspondence and phone.
19. Edits and keeps current Student Union brochures.
20. Writes detailed conference memorandums on meeting rooms, housing and foods and distributes these to Student Union Departments and individuals concerned.
21. Attends all conference banquets for the purpose of aiding in serving of banquet and assisting conference members in their needs.
22. Supervises Reservations Secretary.
23. Counsels with staff members on methods, procedures, and disciplinary matters.
24. Other duties as assigned by Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Student Union Director for proper performance of assigned duties, cooperates and assists Student Union staff members with the general operations of Student Union building, supervises Reservations Secretary.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Personnel and business management; Conference facilities planning; Counseling and guidance techniques, report and brochure preparation; Working knowledge of accounting procedures and foods.

Leadership Required: Must be a capable leader in order to coordinate and gain cooperation of personnel engaged in a large diversity of activities.

Judgment Needed: Must constantly interpret Student Union policy accurately, planning of conference facilities and schedules, advising and counseling of staff members and Student Union Activities Board.

Special Abilities or Traits Necessary: Ability to meet and deal with people, artistic talent, ability to make decisions, neat personal appearance, oral and written expression, attention to many items, initiative, practical reasoning.

Experience: One year of work in any administrative field of similar nature or in a Student Union staff position; six months on-the-job experience to gain a working knowledge of procedure for scheduling conferences and operational procedures and policies of each staff department.

SECRETARY
OF THE
STUDENT UNION DIRECTOR

REPORTS TO: Student Union Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for taking dictation; typing correspondence and reports; maintaining files; making arrangements for appointments; receiving visitors; supervising Information Desk Clerks.

SPECIFIC DUTIES:

1. Takes dictation and types correspondence for Student Union Director.
2. Compiles and types reports of past month's operations.
3. Files correspondence and reports.
4. Acts as receptionist for Student Union Director.
5. Opens and distributes Student Union mail.
6. Answers telephone; places long distance calls.
7. Maintains time sheet for Director's Office personnel.
8. Takes minutes of Director's weekly staff meetings.
9. Performs Reservations Secretary's duties that must be done daily during her absence.
10. Answers routine correspondence and performs other duties to relieve the Student Union Director of detail.

11. Supervises, trains, hires, and dismisses Information Desk Clerks.
12. Arranges and schedules appointments for Student Union Director.
13. Keeps the Weekly Conference Book current by replacing past week's schedule of conferences with those scheduled for the current week.
14. Administers and scores clerical aptitude and typing tests.
15. Other duties as assigned by Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director for the proper performance of assigned duties; coordinates with the other staff departments in matters pertaining to the performance of assigned duties; supervises five Information Desk Clerks.

QUALIFICATIONS:

Education Required: Two years Business School beyond High School.

Specific Knowledge Required: Typing, shorthand, personnel management.

Leadership Required: Limited amount needed in supervising Information Desk Clerks.

Judgment Needed: Must make distinction between routine and important matters which should be brought to the Director's attention; must determine proper times to schedule appointments in order to relieve the Director of as much inconvenience as possible.

Special Abilities or Traits Necessary: Ability to meet and deal with public, congenial personality, pleasing personal appearance.

Experience: One year secretarial experience; three months on-the-job experience to become familiar with the operation routine of the Student Union.

RESERVATIONS SECRETARY

REPORTS TO: Coordinator of Conferences

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for taking dictation; typing correspondence and schedules; maintaining files; receiving visitors; scheduling dining rooms.

SPECIFIC DUTIES:

1. Takes dictation and types correspondence and memorandums for Coordinator of Conferences.
2. Types daily schedule of catering events and obtains guarantee numbers for these events.
3. Schedules all dining rooms for catering events.
4. Distributes payroll checks semi-monthly and monthly.
5. Answers telephone.
6. Prepares and mails form letters.
7. Takes refreshment orders and relays these orders to Food Department.
8. Types and files a record of all purchase orders received from the Accounting Department.
9. Maintains catering schedule book.
10. Performs Director's Secretary's duties during her absence.
11. Acts as a Receptionist for the Student Union Director's Office.
12. Types and mails master calendar of conferences and short courses.

13. Other duties as assigned by University Coordinator of Conferences.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the University Coordinator of Conferences for the proper performance of assigned duties; coordinates with the Catering Manager in matters relating to the scheduling of dining rooms; coordinates with the Food Department in placing refreshment orders; cooperates with other staff departments in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Typing

Leadership Required: None

Judgment Needed: Interpreting Student Union policy in matters pertaining to dining facilities in the event no authorized personnel are available.

Special Abilities or Traits Necessary: Congenial personality, pleasing personal appearance.

Experience: Six months in any well-run office; two months on-the-job training to learn the routine of Student Union.

INFORMATION DESK CLERK

REPORTS TO: Director's Secretary

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for providing accurate general information to persons upon request; cashing checks; checking out playing cards and similar games to Student Union guests; typing for the Accounting Department.

SPECIFIC DUTIES:

1. Provides accurate information of a general nature concerning the Student Union and University upon request by phone and personal contact.
2. Cashes checks up to \$25.00 for students and faculty members.
3. Responsible for the Lost and Found Department.
4. Types material for the Accounting Department consisting of requisitions, addressing form letters and envelopes and similar typing work.
5. Checks out playing cards and similar games to Student Union guests.
6. Prepares records on hot check receipts and sends form letters to responsible individuals.
7. Trains new clerks in the proper methods and procedures of performing duties.
8. Other duties as assigned by Director's Secretary.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Director's Office for the proper performance of assigned duties; assists the Accounting Department by performing typing duties; cooperates with the other employees of the Student Union by relaying messages and information.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Typing, the duties of the different departments of the Student Union.

Leadership Required: None

Judgment Needed: Information that is given must be accurate.

Special Abilities or Traits Necessary: Courteous manner, ability to meet and deal with the public.

Experience: Two weeks on-the-job training.

APPENDIX B

FOOD DEPARTMENT

POSITION GUIDES

FOOD DEPARTMENT MANAGER

REPORTS TO: Student Union Director

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of Food Department which involves developing and initiating methods and procedures of operation within limits set by Student Union operational policies; supervising either directly or indirectly all personnel employed by Food Department; insuring that the Food Department is adequately staffed with competent personnel and equipped with all necessary supplies and equipment to efficiently and effectively perform its functions.

SPECIFIC DUTIES:

1. Develops and initiates policies, methods and procedures of operation.
2. Responsible for inventories of food, equipment, utensils and supplies used by Food Department.
3. Responsible for insuring that reasonable care is exercised in the proper utilization, handling, storage and accounting for those items in inventory.
4. Responsible for interviewing, hiring, training, dismissing, for cause, Food Department personnel.
5. Responsible for buying directly all supplies necessary to the immediate operation of the Food Department using discretion in

selection and/or determination of vendors, quantity and quality of supplies, time of purchase, need and price of supplies.

6. Recommends purchase of equipment and supplies except those purchased for resale.
7. Responsible for maintaining accurate records of operation, equipment, supplies, personnel, policies, purchases, correspondence and income.
8. Insures proper operation of department by regularly inspecting methods and procedures of operation and taking appropriate action to alleviate any discrepancies discovered.
9. Develops promotional programs for the purpose of gaining the public's patronage of Food Department facilities.
10. Advises and counsels with Food staff on matters related to duties, methods, procedures and problems affecting their performance on the job.
11. Prepares annual payroll budget for approval by Student Union Director.
12. Interviews salesmen daily for the purpose of examining and buying merchandise.
13. Presides over weekly Food staff meetings.
14. Attends daily and weekly Student Union Director's meetings.
15. Works with Housekeeping crew to get banquet set-ups done properly and on time.
16. Confers with Conference Coordinator and Catering Manager in planning menus and food arrangements for banquets.
17. Submits work orders to Maintenance Department if special equipment is needed for Food Department.

18. Coordinates activities of Food Department with Social Director in functions requiring food service.
19. Keeps current on foods service by reading publications and attending meetings concerning foods.
20. Assists in the performance of any work activity within Food Department as necessary.
21. Supervises either directly or indirectly all personnel employed by Food Department.
22. Determines and assists in determining prices of all items offered for sale by Food Department by considering cost of producing and selling items and allowing for profit as directed by Student Union Director.
23. Other duties as assigned by Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Student Union Director for proper performance of assigned duties; supervises Food Production Manager, Fountain Supervisor, Head Cashier, Catering Department Manager, Coffee Shop Manager and Purchasing Agent, directly, and through them approximately 80 full-time and 150 part-time Food Department employees; coordinates with and assists Social Director, Coordinator of Conferences and Catering Manager with matters related to supplying food to meetings; cooperates with other staff members in matters pertaining to the functioning of Food Department.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Principles of operation of all equipment in Food Department; basic fundamentals of cookery and food production; personnel, restaurant and business management.

Leadership Required: Must be very capable leader in order to coordinate and gain cooperation of a large amount of personnel involved in producing a product that requires timely production.

Judgment Needed: Developing operational policies; purchasing of equipment and supplies; determining amount of food production.

Special Abilities or Traits Necessary: Ability to make decisions; ability to meet and deal with people; initiative, practical reasoning; ability to plan.

Experience: Five years in a quality food service area; six months on-the-job experience to gain a knowledge of operational policies of Student Union and Food Department, and the clientele that will be served.

FOOD PRODUCTION MANAGER

REPORTS TO: Food Department Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for preparing Cafeteria menus and directing preparation of food in such a manner that it meets Student Union quality standards; supervising and directing all Food Department employees (except Coffee Shop personnel) engaged in preparing food and attending needs of customers and dining area within Cafeteria.

SPECIFIC DUTIES:

1. Supervises, hires, assists, trains, schedules (except counter line) and dismisses, for cause, Food Production personnel and Food Service personnel.
2. Checks walk-ins and refrigerators for carry-over items for use in daily menus planning.
3. Plans and writes menus for Cafeteria meals.
4. Orders fresh vegetables and dairy products.
5. Writes production orders for use of Cooks in obtaining store room food supplies.
6. Conducts Bakery, Range, Salad and Vegetable personnel meetings for the purpose of instruction of new recipes or products preparation.
7. Checks foods served on Cafeteria line for taste and appearance.

8. Attends Food Department and Student Union Director's staff meetings.
9. Keeps current on foods production techniques by reading trade journals and attending food shows.
10. Consults with Food Purchasing Clerk to ascertain the availability of foods as necessary.
11. Instructs and counsels with Foods Production personnel in foods preparation techniques.
12. Keeps records on operations of Food Production Department.
13. Other duties as assigned by Food Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Food Department Manager

for the proper performance of assigned duties; supervises Service Manager, Assistant Food Production Manager, and Head Cooks and, through them, approximately 38 full-time and 65 part-time employees; coordinates Food Production activities with activities of other Food Department personnel; coordinates and cooperates with other staff personnel in matters related to food production.

QUALIFICATIONS:

Education Required: College 2

Specific Knowledge Required: Personnel management; large volume cookery; record keeping.

Leadership Required: Must be a capable leader in order to coordinate and gain cooperation of a large number of persons engaged in diverse activities which must be accomplished within specified time limits.

Judgment Needed: Type and amount of food to prepare; planning work and directing service.

Special Abilities or Traits Necessary: Cleanliness of person and work; ability to meet and deal with people; ability to plan.

Experience: Five years in any large volume food production enterprise where supervisory experience can also be obtained; six months on-the-job experience to gain a knowledge of Food Department and Student Union operational policies and clientele that will be served.

ASSISTANT FOOD PRODUCTION MANAGER

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for assisting Food Production Manager in preparing menus and directing preparation of food; substituting for any food preparation or serving employee during their absence; supervises Counter Line personnel and its operation; scheduling Food Production personnel; insuring all storage rooms and lockers are locked as required.

SPECIFIC DUTIES:

1. Assists Food Production Manager in preparing menus and directing preparation of food.
2. Schedules all Counter Line personnel.
3. Responsible for kitchen in absence of Production Manager.
4. Substitutes for any food preparation or service personnel as required.
5. Supervises Counter Line personnel and its operations during meal serving periods, making certain that all food served is up to Student Union standards and that proper service and servings are given.
6. Assists Production Manager in conducting Food Production meetings.
7. Responsible for returning leftovers to proper storage places.

8. Insures that all storage rooms and lockers are secured by periodically, and at closing time, checking of same.
9. Confers with Production Manager as necessary to accomplish a smooth working operation concerning food and personnel.
10. Inspects kitchen and cafeteria line for proper sanitation and takes necessary action to alleviate any discrepancies noted.
11. Attends Food Department staff meetings.
12. Other duties as assigned by Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Food Production Manager for proper performance of assigned duties; supervises approximately 33 Counter Line personnel and assists in supervising approximately 100 other personnel engaged in food preparation or service; coordinates and cooperates with other Food Department personnel in matters pertaining to preparation and serving of food.

QUALIFICATIONS:

Education Required: College 2

Specific Knowledge Required: Personnel management; large volume cookery.

Leadership Required: Must be able to coordinate and gain cooperation of personnel engaged in diverse activities which must be accomplished within specified time limits.

Judgment Needed: Scheduling proper amount of personnel; proper actions to be taken to maintain efficient and rapid serving of food.

Special Abilities or Traits Necessary: Cleanliness of person and work; ability to meet and deal with people.

Experience: One year in any large volume food production enterprise where supervisory experience can also be obtained; three months on-the-job experience to gain a knowledge of Food Department and Student Union operational policies.

SERVICE MANAGER

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for the cleanliness and orderliness of the Student Union Cafeteria and adjoining dining rooms; supervising Bus, Dishwashing, Refuge Steward, and Night Food Department Janitor.

SPECIFIC DUTIES:

1. Responsible for the cleanliness and orderliness of the Student Union Cafeteria and adjoining dining rooms.
2. Hires and dismisses employees under immediate supervision as required to maintain an efficient and sufficient working staff.
3. Trains new employees in the proper methods and procedures of performing assigned duties.
4. Schedules and reschedules work periods as necessary.
5. Responsible for seating and aiding children and disabled persons.
6. Responsible for maintaining an adequate supply of dining utensils, napkins, trays and related dining needs for the use of Cafeteria customers.
7. Assists subordinates in the performance of duties as required.
8. Supervises Bus, Dishwashing, Refuge Steward and Night Janitor personnel.

9. Maintains watch of Cafeteria customer line to insure that both lines are filled during peak business periods, that customers are lined up properly and that they are not smoking while in the line.
10. Responsible for cleaning those drink dispensers which are accessible to the customers.
11. Other duties as assigned by the Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Production Manager for the proper performance of assigned duties; supervises approximately 30 to 35 employees engaged in general cleaning duties; cooperates with other members of the Food Department in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Operation procedures of the Cafeteria dining area; general cleaning procedures and techniques; personnel management.

Leadership Required: Must be able to coordinate the activities of a relatively large number of persons involved in cleaning operations in such a manner that the job is accomplished within specified time periods.

Judgment Needed: Ability to determine the proper amount of help to schedule at any particular time.

Special Abilities or Traits Necessary: Tactfulness in dealing with people.

Experience: One year in similar type of work; six months on-the-job training in related working areas within the Food Department.

FOUNTAIN MANAGER

REPORTS TO: Food Department Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of all Fountain operations within Student Union which involves: Supervising all personnel engaged in Fountain work activities; ordering necessary foods and supplies; keeping records; determining methods and procedures of operation within limits set by Food Department and Student Union policies.

SPECIFIC DUTIES:

1. Hires, dismisses, trains and schedules all personnel employed by Student Union performing Fountain work duties.
2. Orders food for Sunroom and Starlite Fountains daily.
3. Cleans, daily, two vending machines serving drinks.
4. Prepares charges for each Coffee Party served by Fountain.
5. Keeps records of employees working time and submits same to Payroll Clerk each two weeks.
6. Assists Fountain personnel as necessary.
7. Determines operating methods and procedures within limits set by Food Department and Student Union policies.
8. Recommends purchase of equipment and supplies necessary for the operation of Fountains.
9. Attends Student Union Director's and Food Department staff meetings weekly.

10. Responsible for the cleanliness and orderliness of Fountains area and dining area adjacent to Fountains during their periods of operation.
11. Other duties as assigned by Food Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Food Department Manager for proper performance of assigned duties; supervises and assists nine full-time employees and eighteen to twenty-five part-time employees in the performance of Fountain duties; coordinates and cooperates with other members of Food Department in matters related to operation of Fountains; cooperates with other Student Union staff members in matters pertaining to operation of Fountains.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Operational procedures of fountain work; personnel management; simple record keeping.

Leadership Required: Must effectively coordinate activities and gain cooperation of approximately thirty employees.

Judgment Needed: Quantity of food to order; scheduling proper number of employees; determining proper training period for each individual Fountain employee.

Special Abilities or Traits Necessary: Ability to plan; ability to meet and deal with people.

Experience: One year of work in a similar type of job; six months on-the-job training to gain a working knowledge of Student Union, Food Department, and Fountain operational procedures.

FOUNTAIN ATTENDANT

REPORTS TO: Fountain Manager

DEPARTMENT: Fountain

GENERAL RESPONSIBILITY: Responsible for efficient and proper performance of Fountain duties which involves busing, cooking, dishwashing; drink, sandwich, and ice cream dish preparations, counter service and cash register operation.

SPECIFIC DUTIES:

1. Buses tables and sweeps surrounding Fountain dining areas during their periods of operation.
2. Cooks hamburgers and french fries and prepares ham, cheese and similar sandwiches.
3. Serves food and drinks to customers at counter.
4. Operates dishwashing machine.
5. Assists in training new Fountain personnel.
6. Operates cash register in receiving money from Fountain customers.
7. Prepares fountain drinks and ice cream dishes.
8. Keeps fountain area clean and orderly.
9. Other duties as assigned by Fountain Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Fountain Manager for the proper performance of assigned duties; cooperates with other Fountain personnel in performing Fountain functions.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Operation of fountain, dishwashing, cooking, and cash register equipment.

Leadership Required: None

Judgment Needed: In determining proper portions of foods and drinks to serve.

Special Abilities or Traits Necessary: Cleanliness of person and work.

Experience: One month on-the-job training to gain a working knowledge of fountain duties.

HEAD CASHIER

REPORTS TO: Food Department Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for supervising and training all Cafeteria dining room Cashiers; maintaining records pertaining to meals' cost and customer count; ordering office supplies for Food Department; performing Cashier's duties.

SPECIFIC DUTIES:

1. Supervises and trains all Cashiers in the proper methods and procedures of performing their duties.
2. Places correct prices on counter line foods.
3. Schedules all Cafeteria Cashiers.
4. Recommends hiring and dismissal of all Cafeteria Cashiers.
5. Types menus and puts menu, behind the counter line, up for display to customers.
6. Pulls cash register tapes in Sunroom, Starlite, Coffee Shop and checking machines in Cafeteria.
7. Checks above tapes and enters date, time, location, and customer and employee count on each.
8. Keeps daily records pertaining to cost of meals, revenue of Food Department, customer count and employees meals.
9. Checks and Cashiers as necessary.
10. Responsible for maintaining cleanliness of Cashier's working area.

11. Requisitions office supplies for Food Department.
12. Checks time cards of all Cafeteria personnel for hours worked and relays this information to Payroll Clerk for pay purposes.
13. Maintains supply of forms for Food Department by typing new stencils and having the required number of forms printed in Mimeograph Room.
14. Purchases medical supplies for Food Department.
15. Other duties as assigned by Food Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Food Department Manager for the proper performance of assigned duties; supervises and assists four full-time Cashiers and four part-time Cashiers in the performance of their duties; coordinates with other members of Food Department staff in matters pertaining to the performance of assigned duties; coordinates with members of Accounting Department in matters pertaining to records of Food Department revenue.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Operation of all cashiering machines, typing, personnel management, record keeping.

Leadership Required: Coordinates the activities of eight persons engaged in cashiering duties.

Judgment Needed: Length of time to train new employee before allowing her to perform duties alone.

Special Abilities or Traits Necessary: Rapid mental calculation of simple figures; congenial personality.

Experience: Three months work as Cashier to gain proficiency; six months on-the-job training to learn record keeping procedures, office work procedures and operation routine of Food Department.

PURCHASING AGENT

REPORTS TO: Food Department Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITIES: Responsible for food and food supplies purchasing for the Food Department; preparing purchase orders and records; supervising storeroom personnel.

SPECIFIC DUTIES:

1. Establishes and administers all purchasing procedures within limits imposed by Food Department policy to obtain foods and food supplies at the best price consistent with quality.
2. Advises all departments, except Foods, on time of arrival of products on requisition from their particular department.
3. Interviews salesmen, reads periodicals, and maintains vendors file to determine best sources of supply and price.
4. Verifies prices and amount of merchandise listed on invoice.
5. Maintains perpetual inventory of all non-perishable commodities, causes periodic inventories and assists Auditors in the annual inventory by helping check amount of products in storerooms.
6. Supervises and advises Storeroom Clerks in receiving, dispensing and storing of merchandise.
7. Maintains Card-X record system.
8. Types letters, requisitions, orders, and related material.

9. Prepares statements of charge for all food disbursed to the various food units within the Student Union.
10. Receives production orders for perishable foods which are ordered daily and phones vendors to order these foods.
11. Attends Food Department staff meetings.
12. Other duties as assigned by Food Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Department Manager for the proper performance of assigned duties; supervises four Storeroom Clerks; cooperates with all departments in procuring supplies; coordinates and cooperates with Food Department personnel in matters pertaining to the procurement and dispensing of foods and food supplies.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Broad knowledge of foods, their prices and places of procurement; record keeping; typing; operation of calculating machine.

Leadership Required: Must be able to gain cooperation and coordinate the activities of a small group.

Judgment Needed: Must frequently determine the amount of food to purchase; inspection of the quality of all foods; time and price to pay for foods must be determined.

Special Abilities or Traits Necessary: Ability to meet and deal with people; memory for details; initiative.

Experience: Three years in procuring foods for smaller restaurant establishments; six months on-the-job work to gain a knowledge

of Food Department's needs and operations and to gain a working knowledge of the Student Union philosophy of operation.

CASHIER

REPORTS TO: Head Cashier

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for checking dining room customers' trays correctly, collecting for customers' tickets and charging them correctly.

SPECIFIC DUTIES:

1. Checks dining room customers' trays correctly by noting contents of tray, entering proper price for each item on adding machine and presenting charge ticket to customer.
2. Collects correct price for customers' meal by noting price on meal ticket and providing correct change for any monies received.
3. Maintains cleanliness and orderliness of work area.
4. Deposits day's receipts in bank in Union Club.
5. Assists in training new Cashiers.
6. Types for Food Department Manager as required.
7. Assists Head Cashier in pulling and checking tapes.
8. Other duties as assigned by Head Cashier.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Head Cashier for proper performance of assigned duties; cooperates with other Cashiers in the performance of duties; assists Food Department Manager as required.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Operation of adding and change machines; food prices; typing.

Leadership Required: None

Judgment Needed: Limited.

Special Abilities or Traits Necessary: Rapid mental calculation of simple figures; congenial personality.

Experience: Two weeks on-the-job experience to gain proficiency in operation of cashiering machines and duties of position.

BAKERY COOK

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for preparation and baking of all bakery items used by the Food Department in the most efficient and economical manner consistent with producing an appetizing and high quality appearance product.

SPECIFIC DUTIES:

1. Prepares and bakes all bakery items served in the Student Union including pies, cakes, cookies, rolls, cornbread, doughnuts, and special bakery items.
2. Orders bakery item ingredients from storeroom from a prepared order list.
3. Cleans equipment and general work area used in the performance of duties.
4. Trains new employees in the proper methods and procedures of performing the above duties.
5. Other duties as assigned by the Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Production Manager for the proper performance of assigned duties; cooperates with other employees of the Food Department in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Preparation and baking of all bakery items.

Leadership Required: None

Judgment Needed: Must be able to judge the proper mixing and baking times necessary for bakery items.

Special Abilities or Traits Necessary: Ability to prepare bakery items in an attractive and appetizing manner; cleanliness of person and work.

Experience: Two years bakery work; one month on-the-job training.

VEGETABLE COOK

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for preparation and cooking of all vegetables in the most efficient and economical manner consistent with producing an appetizing and high quality appearance product.

SPECIFIC DUTIES:

1. Prepares and cooks all vegetables served in the Student Union.
2. Orders vegetables and other ingredients necessary for cooking vegetables from the storeroom from a prepared order list.
3. Cleans equipment and general work area used in the performance of duties.
4. Trains new employees in the proper methods and procedures of performing the above duties.
5. Other duties as assigned by the Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Production Manager for the proper performance of assigned duties; cooperates with other employees of the Food Department in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Preparation and cooking of all vegetables.

Leadership Required: None

Judgment Needed: Must be able to judge the proper amount of seasoning and cooking of the vegetables.

Special Abilities or Traits Necessary: Ability to prepare vegetables in an attractive and appetizing manner; cleanliness of person and work.

Experience: Three months on-the-job experience in using cooking equipment for large scale food preparation.

MEATS COOK

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for the preparation and cooking of all meats, sauces and gravies in such a manner that they will be flavorful, appetizing and attractive in appearance.

SPECIFIC DUTIES:

1. Prepares and cooks all meats, sauces and gravies for the Food Department.
2. Orders sauces' and gravies' ingredients and meats from storeroom from prepared order list.
3. Cleans equipment and general work area used in the performance of duties.
4. Trains new employees in the proper methods and procedures of performing the above duties.
5. Other duties as assigned by Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Production Manager for the proper performance of assigned duties; cooperates with other employees of the Food Department in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Preparation and cooking of meats, sauces, and gravies.

Leadership Required: None

Judgment Needed: Occasionally necessary to determine the proper quantity of meats to be cooked.

Special Abilities or Traits Necessary: Ability to prepare meats, sauces and gravies in an attractive and appetizing manner; cleanliness of person and work.

Experience: Three months on-the-job experience in using cooking equipment for large scale food preparation.

SALAD PREPARATION

REPORTS TO: Food Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for the preparation of attractive and appetizing salad; performs general clean-up operations in work area; sets up salads and serves on counter line.

SPECIFIC DUTIES:

1. Prepares various types of attractive and appetizing salads.
2. Sets up salads, salad dressings, and punch on counter line.
3. Serves on counter line.
4. Prepares various salad dressings.
5. Cleans shrimp.
6. Trains new employees in the proper methods and procedures of salad preparation.
7. Cleans refrigerators and the general work area used by the Salad Department.
8. Orders salad ingredients from storeroom from prepared order list.
9. Other duties as assigned by the Food Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Food Production Manager for the proper performance of assigned duties; cooperates with other employees of the Food Department in matters pertaining to the performance of the Salad Preparation duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Preparation of salads.

Leadership Required: None

Judgment Needed: Must be able to judge if the quality of the ingredients is suitable; must determine the proper quantity of each salad to prepare.

Special Abilities or Traits Necessary: Ability to prepare salads in attractive manner; cleanliness of person and work.

Experience: Two weeks on-the-job experience in the Salad Department.

STOREROOM CLERK

REPORTS TO: Food Purchasing Clerk

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for receiving, storing and disbursement of merchandise for every department within Student Union; maintaining cleanliness and orderliness of working area.

SPECIFIC DUTIES:

1. Receives and inspects merchandise for every department in Student Union, except for privately owned and operated stores.
2. Stores merchandise or informs those concerned of arrival in order that they may pick it up.
3. Fills and delivers orders daily for the Range, Salad and Vegetable Units, Coffee Shop, Bakery, and Fountains.
4. Inventories storeroom items regularly and periodically informs Purchasing Agent of depleted items.
5. Assists in monthly inventory of all items.
6. Lists items issued, along with their price, on order sheet.
7. Maintains cleanliness and orderliness of working area.
8. Trains new Storeroom Clerks in methods and procedures of duties.
9. Other duties as assigned by Food Purchasing Clerk.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Food Purchasing Clerk for the proper performance of assigned duties; cooperates with other personnel of Student Union in filling orders and issuing merchandise;

assists Food Department personnel in inventory control.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Receiving, checking and disbursing procedures.

Leadership Required: None

Judgment Needed: Must be able to determine if products' quality is up to acceptable standards before acceptance.

Special Abilities or Traits Necessary: Trustworthy character.

Experience: One month on-the-job training to gain experience in storeroom procedures.

COUNTER ATTENDANT

REPORTS TO: Assistant Production Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for preparing food line for service; serving food and drinks; preparing tea, coffee and lemonade; preparing toast for breakfast; keeping the working area clean and orderly.

SPECIFIC DUTIES:

1. Serves food and drinks in the proper amounts in an efficient manner.
2. Prepares coffee, tea and lemonade.
3. Makes toast for breakfast meal.
4. Sets up food line for service.
5. Keeps working area clean and orderly.
6. Other duties as assigned by Assistant Production Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Assistant Production Manager for the proper performance of assigned duties; cooperates with other Counter Attendants in the duties assigned.

QUALIFICATIONS:

Education Required: Grammar School 8

Specific Knowledge Required: Operation routine of counter line;
operation of coffee urn.

Leadership Needed: None.

Judgment Needed: Proper proportion of food to serve.

Special Abilities or Traits Necessary: Clean and neat personal appearance.

Experience: One week on-the-job training.

DISHWASHING MACHINE OPERATOR

REPORTS TO: Service Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for operating the dishwashing machine in such a manner that all dining utensils are properly cleaned; storing cleaned dining utensils in proper place.

SPECIFIC DUTIES:

1. Cleans dishwashing machine.
2. Puts unclean dishes, glasses, cups, trays and silverware in the dishwashing machine.
3. Prepares the dishwashing machine for operation by adding the proper amount of soap and turning on steam.
4. Unloads and stores cleaned utensils in proper place.
5. Other duties as assigned by the Service Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Service Manager for the proper performance of assigned duties; receives unclean utensils from Bus Boys.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Operation of dishwashing machine.

Leadership Needed: None

Judgment Needed: Very Limited.

Special Abilities or Traits Necessary: Capacity to do monotonous work.

Experience: One week on-the-job training.

BUS BOY

REPORTS TO: Service Manager

DEPARTMENT: Food

GENERAL RESPONSIBILITY: Responsible for keeping tables and chairs clean and in an orderly position.

SPECIFIC DUTIES:

1. Wash tables and chairs as needed.
2. Supply tables with salt and pepper shakers and clean ash trays.
3. Keep tables cleared of dirty dishes and dining utensils.
4. Remove salt and pepper shakers from tables after the completion of the dining period.
5. Remove used dining utensils and dishes from dining area to dish washing area and unload.
6. Other duties as assigned by Service Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Service Manager for the proper performance of assigned duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: None

Leadership Needed: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Courteous manner.

Experience: One week on-the-job training to learn duties.

APPENDIX C

MAINTENANCE DEPARTMENT

POSITION GUIDES

CHIEF OF MAINTENANCE

REPORTS TO: Student Union Director

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Within the limits of Student Union policies is responsible for and has commensurate authority to direct and supervise the maintenance of all machinery, equipment, and facilities of the Student Union. Supervises the Assistant Chief of Maintenance, Painter and Decorator, Upholsterer, Day and Night Housekeeper Foremen and, through them, all personnel of the Maintenance Department.

SPECIFIC DUTIES:

1. Directs and supervises the maintenance of all machinery, equipment and facilities of the Student Union including mechanical and electrical maintenance, furniture repair and upholstering, plumbing, carpentry, welding, steam fitting, minor building repair and construction and building clean-up.
2. Develops and directs a program of preventive maintenance.
3. Responsible for the receiving, storage and maintenance of replacement materials, construction materials, tools and equipment.
4. Plans and schedules maintenance and housekeeping work.
5. Recommends requisition of supplies and equipment necessary for the operation of the Maintenance Department.
6. Hires and dismisses employees under his supervision with the approval of the Student Union Director.

7. Attends daily and weekly Student Union Staff meetings.
8. Plans maintenance work with Student Union Director and consults other employees of Student Union as to their needs for maintenance.
9. Responsible for inventoring and maintaining stock of supplies.
10. Coordinates with outside contractors and suppliers in matters affecting the operation of the Maintenance Department.
11. Responsible for keeping records of operations and matters affecting personnel in Maintenance Department.
12. Makes designs of minor construction projects.
13. Trains Maintenance personnel in proper methods and procedures of maintenance work.
14. Other duties as assigned by the Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director for the proper performance of assigned duties; directs and supervises five Maintenance and Housekeeping personnel and, through them, approximately 20 persons; cooperates with other departments of the Student Union.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Chemistry, drafting, mechanics, electrical maintenance, general furniture repair and personnel management.

Leadership Required: Must be a capable leader in order to gain cooperation of employees in getting the work completed as expeditiously as possible.

Judgment Needed: High degree of judgment in selecting the proper materials, assignment of priority of maintenance work, selection of proper employee for specific jobs.

Special Abilities or Traits Necessary: Must be capable of supervising and becoming familiar with a variety of technical and semi-technical jobs. Able to work under pressure; ability to coordinate several separate projects at one time; quick to accept and develop new ideas.

Experience: Maintenance in any large public building for four years; one year as Assistant Chief of Maintenance in Student Union building.

ASSISTANT CHIEF OF MAINTENANCE

REPORTS TO: Chief of Maintenance

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Responsible for assisting the Chief of Maintenance in certain administrative procedures; aids in the planning of maintenance activities; directs and supervises Operating Engineers engaged in mechanical and electrical repair and maintenance; acts as Chief of Maintenance during his absence.

SPECIFIC DUTIES:

1. Assists the Chief of Maintenance in planning the maintenance and repair of all machinery, equipment and facilities within the Student Union building.
2. Assigns and supervises work of the Operating Engineers.
3. Inspects machinery, equipment, and work performed and takes necessary action.
4. Assists Chief of Maintenance in maintenance of department records.
5. Trains Operating Engineers in the proper method and procedures of maintenance work.
6. Performs maintenance, and repair work on steam, electrical and power driven equipment.
7. Assumes Chief of Maintenance's duties during his absence.
8. Other duties as assigned by the Chief of Maintenance.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Chief of Maintenance

for the proper performance of assigned duties; supervises seven men engaged in maintenance work; coordinates with other personnel of the Maintenance Department on matters of mutual concern; confers with other employees of the Student Union as to their needs for maintenance assistance.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Electrical wiring and machine repair; welding, plumbing, carpentry, painting, air conditioning and refrigeration maintenance; personnel management and training techniques.

Leadership Required: Must be a capable leader in order to gain cooperation of subordinates in getting the work completed as expeditiously as possible.

Judgment Needed: High degree of judgment in selecting proper methods and procedures in the performance of maintenance work involving machinery of complex nature and high cost.

Special Abilities or Traits Necessary: Acceptance of responsibility with limited supervision; conscientiousness in performing duties in most satisfactory and efficient manner; possess capacity to learn a large variety of technical duties.

Experience: Five years in any large building using similar equipment; one year work in Student Union building to gain working knowledge of the characteristics of the building.

OPERATING ENGINEER

REPORTS TO: Assistant Chief of Maintenance

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Responsible for performing in the most effective and efficient manner those duties of corrective and preventive maintenance and any other special duties assigned by proper authority.

SPECIFIC DUTIES:

1. Maintains and repairs steam, electrical, and power driven equipment within the Student Union.
2. Performs maintenance and repair work involving carpentry, electricity, and general mechanical work on the facilities of the Student Union building.
3. Sets up public address systems and other equipment of technical nature for the use of Student Union employees and customers.
4. Assists in training Student Engineers in the proper methods and procedures of performing their duties.
5. Other duties as assigned by the Chief of Maintenance and Assistant Chief of Maintenance.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Assistant Chief of Maintenance for the proper performance of assigned duties; supervises Student Engineers assigned to assist him in the performance of his duties; coordinates with other personnel of the Maintenance

Department on matters of mutual concern; confers with other employees of the Student Union as to their needs for maintenance assistance.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Electrical wiring and machine repair, carpentry, welding, plumbing, air conditioning and refrigeration maintenance; general mechanical repair.

Leadership Needed: Very Limited

Judgment Needed: Occasional need of high degree of judgment in selecting proper methods and procedures in the performance of maintenance work involving machinery of complex nature and high cost.

Special Abilities or Traits Necessary: Conscientiousness in performing duties in the most satisfactory and efficient manner; possess ability to learn a large variety of technical duties.

Experience: Two years in any large building using similar equipment; six months on-the-job training in Student Union building to gain working knowledge of the characteristics of the building.

PAINTER

REPORTS TO: Chief of Maintenance

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Responsible for painting Student Union building and facilities; assisting Chief Engineer in supervising Housekeeping personnel; cleans carpets; refinishes furniture.

SPECIFIC DUTIES:

1. Paints Student Union building and facilities as required in a professional manner.
2. Conducts periodic inspection of building to determine need of painting or housekeeping.
3. Informs Housekeeping personnel of any action required as a result of the above inspection.
4. Supplies Housekeeping personnel with tools and material necessary for the performance of their duties.
5. Supervises one helper.
6. Recommends purchase of supplies necessary for the performance of his job to the Chief of Maintenance.
7. Shampoos carpets and furniture in hotel as required.
8. Refinishes furniture.
9. Other duties as assigned by the Chief of Maintenance.

ORGANIZATIONAL RELATIONSHIPS: Responsible to the Chief of Maintenance for the proper performance of assigned duties; supervises one

helper and aides the Chief of Maintenance in supervising the Housekeeping personnel; cooperates with other employees in matters pertaining to the performance of his duties.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Painting techniques and procedures;
general housekeeping procedures.

Leadership Needed: Limited

Judgment Needed: Selection of proper paints and materials for the
job.

Special Abilities or Traits Necessary: Ability to apply paint in
such a manner that a neat and pleasing appearance results.

Experience: Four years on-the-job experience.

FURNITURE REPAIRMAN

REPORTS TO: Chief of Maintenance

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Responsible for upholstering, repairing and cleaning of furniture; shampooing carpets and furniture.

SPECIFIC DUTIES:

1. Upholsters Student Union furniture in a professional manner.
2. Inspects furniture and repairs those pieces requiring repair.
3. Shampoos carpets and furniture as required.
4. Recommends purchase of materials necessary for the performance of his job to the Chief of Maintenance.
5. Recovers billiards tables once each year.
6. Supervises one helper.
7. Other duties as assigned by the Chief of Maintenance.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Chief of Maintenance for the proper performance of assigned duties; supervises one helper; cooperates with other employees of the Student Union in matters pertaining to the performance of his duties.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Furniture upholstering techniques;
carpet shampooing techniques.

Leadership Needed: Limited

Judgment Needed: Selection of proper methods and materials.

Special Abilities or Traits Necessary: Ability to work with hands
in a manner such that the finished product has a high quality
appearance.

Experience: Two years on-the-job training in any good upholstery
shop.

HEAD HOUSEKEEPING JANITOR

REPORTS TO: Chief of Maintenance

DEPARTMENT: Maintenance

GENERAL RESPONSIBILITY: Responsible for supervising and maintaining, in conjunction with various managers, efficient and effective action devoted to the cleaning and readying of the Student Union facilities, except those facilities cleaned and readied by the foods personnel.

SPECIFIC DUTIES:

1. Directs and supervises personnel performing janitorial duties.
2. Inspecting and notifying maintenance personnel of any preventive maintenance work needed in regard to the non-mechanical facilities of the building.
3. Notifying the Chief of Maintenance of any clean-up supplies needed.
4. Performs general janitorial duties as required.
5. Supervises and assists in setting up the necessary meeting and dining room arrangements.
6. Other duties as assigned by the Chief of Maintenance.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Chief of Maintenance for the proper performance of assigned duties; coordinates with the Painter in determining areas needing attention by the janitorial personnel; supervises seven other persons engaged in janitorial

duties; cooperates with other employees in matters pertaining to the performance of his duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: General housekeeping procedures.

Leadership Ability: Limited ability necessary to coordinate the activities of the persons supervised.

Judgment Needed: Limited to the extent of determining the proper materials and methods of performing janitorial work.

Special Abilities or Traits Necessary: Compatible personality; desire to maintain cleanliness.

Experience: Six months on-the-job training in the Student Union.

APPENDIX D

CATERING DEPARTMENT

POSITION GUIDES

CATERING DEPARTMENT MANAGER

REPORTS TO: Foods Department Manager

DEPARTMENT: Catering

GENERAL RESPONSIBILITY: Responsible for efficient and economical operation of Catering Department which includes selling, planning, setting-up and supervising serving of banquets, dinners, luncheons, breakfasts and receptions or parties when foods or beverages are to be served; supervising and training all personnel employed in Catering Department.

SPECIFIC DUTIES:

1. Supervises setting-up of food and/or refreshments, serving and clean-up of same at banquets, dinners, luncheons, breakfasts, receptions and parties.
2. Supervises setting-up of all necessary tables and equipment necessary for each of the above functions.
3. Prepares charges to guests for above services using standard charge list as a guide.
4. Plans menus with guests.
5. Maintains records of all past and future Catering Department business.
6. Hires, dismisses, schedules, trains, and keeps records on all personnel employed by Catering Department.
7. Orders flowers and decorates as necessary.

8. Checks time cards and issues pay information to Payroll Clerk bi-monthly.
9. Issues production memos to Foods Department for all foods necessary to serving above functions.
10. Attends Student Union Director's staff meetings and Foods Department staff meetings weekly.
11. Completes necessary interdepartmental forms for charging raw food to Catering Department.
12. Promotes and plans all Catering Department events.
13. Responds to other requirements as may be directed by Foods Department Manager or Student Union Director's office.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director's Office for proper performance of assigned duties; coordinates with Foods Department personnel in matters related to serving of foods and beverages to Catering functions; coordinates with Student Union Director's office in matters related to scheduling and setting-up of Catering functions; supervises and assists Catering Department personnel consisting of a varying work force of three to fifty persons engaged in Pantry, Waitress, and Bus Boy duties; cooperates with other Student Union staff employees in matters related to Catering Department activities.

QUALIFICATIONS:

Education Required: College 2

Specific Knowledge Required: Banquet sales and serving; personnel management; floral arrangements; fundamentals of cookery; record keeping.

Leadership Required: Must effectively coordinate the activities of a large number of part-time personnel in such a manner that service is proper and timely.

Judgment Needed: Capacity to plan proper type of meals, schedule proper amount of part-time help, and time activities in such a manner that service is prompt and efficient.

Special Abilities or Traits Necessary: Ability to meet and deal with public; initiative; ability to plan.

Experience: One year in food production and personnel management; three months on-the-job training to become familiar with Student Union policies, Catering Department's responsibilities and operating procedures of various staff departments.

PANTRY LADY

REPORTS TO: Catering Manager

DEPARTMENT: Catering

GENERAL RESPONSIBILITY: Responsible for cleaning and storing all equipment and dining utensils used by Catering Department; performing general clean-up of work area; assisting in setting-up banquets; assists in supervising part-time help; setting-up food portions on plates.

SPECIFIC DUTIES:

1. Cleans and stores all equipment, utensils, china and silver used by Catering Department.
2. Sets-up all banquets as prescribed by the Catering Department Manager.
3. Serves banquets as designated by Catering Department Manager.
4. Makes coffee and tea.
5. Sets-up plate with proper proportion of food prior to serving.
6. Performs general clean-up of equipment and working area after each banquet.
7. Assists in supervising part-time help.
8. Other duties as assigned by Catering Department Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Catering Department Manager for proper performance of assigned duties; assists in supervising part-time help engaged in Bus Boy and Waitress activities;

cooperates with other Pantry personnel in performance of assigned duties.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Banquet set-up procedures; operation of pantry equipment consisting of coffee urn, dishwashing machine and heating equipment.

Leadership Required: Partial supervision of part-time help.

Judgment Needed: Limited

Special Abilities or Traits Necessary: Cleanliness of person and work.

Experience: Three months in similar type of work: Six months on-the-job training to gain proficiency in set-up techniques and operational procedures of Catering Departments function at banquets.

BANQUET BUS BOY

REPORTS TO: Catering Manager

DEPARTMENT: Catering

GENERAL RESPONSIBILITY: Responsible for keeping station supplied with necessary food and beverages; removing soiled dining dishes and utensils from dining area.

SPECIFIC DUTIES:

1. Carries all foods and beverages from pantry to assigned station as directed by dining room supervisor.
2. Relays messages from dining room supervisor to pantry dispatcher.
3. Prepares tea and obtains coffee and milk from their respective storage spaces upon request from dining room supervisor.
4. Maintains supply of ice water, rolls and coffee at work station by noting amount on hand and replenishing as necessary.
5. Stacks soiled dishes in prescribed manner.
6. Carries soiled dishes from dining area to pantry and unloads dishes.
7. Other duties as assigned by Catering Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Catering Manager for the proper performance of assigned duties; cooperates with other Banquet Service personnel in performing duties of serving guests.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Duties of Bus Boy.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Clean personal appearance;
alertness.

Experience: Two or three on-the-job working assignments.

BANQUET WAITRESS

REPORTS TO: Catering Manager

DEPARTMENT: Catering

GENERAL RESPONSIBILITY: Responsible for serving banquet customers; clearing tables of dishes and dining utensils; cleaning dining utensils, and performing general clean-up.

SPECIFIC DUTIES:

1. Fills water glasses and creamers.
2. Completes table set-up by placing butter, salads, dressings, water and cream on table prior to serving time.
3. Serves hot foods, desserts and beverages to Banquet guests in the proper serving manner.
4. Removes all courses as they are completed.
5. Washes coffee pots, trays and silver as well as assisting in general clean-up of Banquet serving facilities and area.
6. Maintains a continual watch to serve guests needs.
7. Other duties as assigned by Catering Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Catering Manager for the proper performance of assigned duties; cooperates with Pantry Women and fellow Waitresses in the performance of duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Waitress set-up, serving and clean-up

procedures; operation of small pantry dishwasher.

Leadership Required: None

Judgment Needed: Proper responses to make to guests' comments.

Special Ability or Traits Necessary: Neat personal appearance;
mental alertness.

Experience: One week on-the-job training to gain proficiency in
Banquet Waitresses' duties.

APPENDIX E

COFFEE SHOP

POSITION GUIDES

COFFEE SHOP MANAGER

REPORTS TO: Foods Department Manager

DEPARTMENT: Foods

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of the Student Union Coffee Shop; determining methods and procedures of operation within limits set by policy; supervises all personnel employed in Coffee Shop.

SPECIFIC DUTIES:

1. Supervises, hires, dismisses, trains and schedules all personnel employed in Coffee Shop.
2. Prepares menus and determines price of foods for Coffee Shop.
3. Makes production and storeroom orders for supplies by forecasting number of customers.
4. Recommends purchase of all equipment and supplies used by Coffee Shop.
5. Discusses and explains menus with all personnel engaged in production or serving of food in Coffee Shop.
6. Discusses and plans menus with individuals who have booked the Bronco and Gnu Rooms for private parties.
7. Samples all food prepared by Cooks for quality.
8. Attends weekly Food and Director's staff meetings.
9. Inventories Coffee Shop supplies and foods.
10. Maintains records on operation of Coffee Shop.

11. Assists Coffee Shop employees in the performance of duties as necessary.

12. Other duties as assigned by Foods Department Manager

ORGANIZATIONAL RELATIONSHIPS: Accountable to Foods Department Manager for proper performance of assigned duties; supervises approximately ten full-time and approximately thirty-five part-time employees working in Coffee Shop; coordinates with other members of Foods Department in matters which pertain to the operation and functioning of Coffee Shop; cooperates with other members of Student Union staff in matters of mutual concern.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Restaurant operation and management; personnel management; fundamentals of cookery.

Leadership Required: Must be a capable leader to coordinate the changing and diverse activities of personnel.

Judgment Needed: Forecasting number of customers; hiring and scheduling employees; preparing menus, ordering supplies, determining methods of operation.

Special Abilities or Traits Necessary: Ability to meet and deal with the public; congenial personality; capable of developing new ideas.

Experience: One year in managing commercial dining room or cafeteria; three months to gain an understanding of Student Union and Foods Department's methods and philosophy of operation.

HOSTESS AND CASHIER

REPORTS TO: Coffee Shop Manager

DEPARTMENT: Coffee Shop

GENERAL RESPONSIBILITY: Responsible for collecting money from customers; greeting and seating customers; performing general supervision of Waitresses in matters relating to the serving of customers and maintaining cleanliness and orderliness of dining area.

SPECIFIC DUTIES:

1. Greets customers upon their entering Coffee Shop.
2. Seats customers and distributes a menu and water to each.
3. Collects money from customers for meal charge.
4. Assists the Coffee Shop Manager in supervising the Waitresses.
5. Inspects the dining area for cleanliness and orderliness and takes required action to maintain same.
6. Assists Waitresses as necessary.
7. Other duties as assigned by the Coffee Shop Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Coffee Shop Manager for the proper performance of assigned duties; assists in supervising and cooperates with approximately six to eight Waitresses and Bus Boys in the performance of their duties.

QUALIFICATIONS:

Education Required: High School 4

Special Knowledge Required: Hostesses duties; waitresses duties;

operation of cash register, operational procedures of Coffee Shop.

Leadership Required: Capable of gaining cooperation of waitresses in performing duties.

Judgment Needed: Must determine proper seating location and arrangement so that customers will be served as expeditiously as possible.

Special Abilities or Traits Necessary: Courteous manner; congenial personality; ability to meet and deal with the public.

Experience: Work in a similar job until proficiency has been gained in meeting and dealing with the public; two weeks on-the-job training.

RANGE COOK

REPORTS TO: Coffee Shop Manager

DEPARTMENT: Coffee Shop

GENERAL RESPONSIBILITY: Responsible for the preparation and cooking of meats, breakfast foods, sauces, and gravies in such a manner that they will be flavorful, appetizing and attractive in appearance; filling plates with ordered food, general clean-up of working area.

SPECIFIC DUTIES:

1. Prepares and cooks meats, potatoes, breakfast foods, and gravies.
2. Assists Coffee Shop Manager in preparing order for the ingredients of the above items.
3. Fills plates with food from order placed by Waitresses.
4. Cleans equipment and general work area used in the performance of duties.
5. Other duties as assigned by Coffee Shop Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Coffee Shop Manager for the proper performance of assigned duties; cooperates with Waitresses in matters pertaining to fulfilling customers' orders.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Cookery; routine of operation of Coffee Shop.

Leadership Required: None

Judgment Needed: Must determine proper quantity of ingredients to order; must determine if the quality of the ingredients is suitable.

Special Abilities or Traits Necessary: Ability to prepare and cook foods in an attractive and appetizing manner; cleanliness of person and work.

Experience: Three months on-the-job training to learn methods and techniques of operation.

SALAD PREPARATION

REPORTS TO: Coffee Shop Manager

DEPARTMENT: Coffee Shop

GENERAL RESPONSIBILITY: Responsible for the preparation of attractive and appetizing salads and desserts; performs general clean-up operations in work area.

SPECIFIC DUTIES:

1. Prepares various types of attractive and appetizing salads whose composition and design are specified by Coffee Shop standards.
2. Prepares all desserts served in Coffee Shop except those received from the main kitchen.
3. Cleans and cooks shrimp.
4. Supplies and/or applies various salad dressings as directed by Waitresses.
5. Cleans general work area.
6. Recommends amount of salad ingredients to be ordered from store room.
7. Other duties as assigned by the Coffee Shop Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Coffee Shop Manager for the proper performance of assigned duties; cooperates with Waitresses in matters pertaining to salad preparation and supply.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Preparation of salads.

Leadership Required: None

Judgment Needed: Must be able to judge if the quality of the ingredients is suitable; must determine the proper quantity of ingredients to order.

Special Abilities or Traits Necessary: Ability to prepare salads in attractive manner; cleanliness of person and work.

Experience: Two weeks on-the-job experience to learn routine of operation.

WAITRESS

REPORTS TO: Coffee Shop Manager

DEPARTMENT: Coffee Shop

GENERAL RESPONSIBILITY: Responsible for taking Coffee Shop customers' food and beverage orders and serving same to customers table; performing general clean-up of tables and area assigned.

SPECIFIC DUTIES:

1. Takes customers' meal order in a courteous manner.
2. Serves customers' order in a prompt, efficient and correct manner.
3. Cleans and maintains tables, chairs and surrounding area in an orderly condition.
4. Sets the proper dining utensils on the tables for each meal.
5. Presents meal check to customers.
6. Assists hostess as required.
7. Maintains a continual watch to serve customers' needs.
8. Other duties as assigned by the Coffee Shop Manager and Hostess.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Coffee Shop Manager for the proper performance of assigned duties; cooperates with Hostess in assigned duties; cooperates with other Waitresses in performance of duties; receives food from Range Cook and salads room.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Proper procedure for serving meals.

Leadership Needed: None

Judgment Needed: How to distribute service to all customers in
the most expeditious manner.

Special Abilities or Traits Necessary: Courteous manner; alert-
ness; neat appearance; ability to meet and deal with the public.

Experience: Two weeks on-the-job experience.

BUS BOY

REPORTS TO: Coffee Shop Manager

DEPARTMENT: Coffee Shop

GENERAL RESPONSIBILITY: Responsible for keeping the Coffee Shop supplied with dining supplies; general clean-up work; delivering food from Store Room to Coffee Shop.

SPECIFIC DUTIES:

1. Keeps Coffee Shop supplied with clean dining supplies.
2. Removes soiled dining supplies and filled Bus trays from the Coffee Shop.
3. Picks up and checks for accuracy of amount food from Store Room ordered by Coffee Shop Manager.
4. Performs general clean-up work as required.
5. Other duties as assigned by the Coffee Shop Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Coffee Shop Manager for the proper performance of assigned duties; cooperates with Coffee Shop employees and other Foods Department personnel in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Location of dining supplies and their storage space in the Coffee Shop

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Cleanliness of person and
work.

Experience: One week on-the-job training to learn duties.

APPENDIX F

SOCIAL DEPARTMENT

POSITION GUIDES

SOCIAL DIRECTOR

REPORTS TO: Student Union Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for supervising the student program in the Student Union building; preparation of the weekly schedule of events and the maintenance of the master calendar; directing work in the Mimeograph Room; counseling with students; scheduling rooms in the Student Union to be used for student meetings, commercial interviews, etc.

SPECIFIC DUTIES:

1. Responsible for supervising the student program in the Student Union building in such a way that well-rounded cultural, recreational and social programs will be offered to the student body.
2. Advises and assists the Student Union Activities Board in planning dances, parties, tournaments, fairs, shows and similar events throughout the school year.
3. Attends all events sponsored by the Student Union Activities Board.
4. Takes action to improve existing social program and initiates new activities to enhance the existing social program.
5. Responsible for the preparation and maintenance of the master calendar.

6. Responsible for scheduling rooms in the Student Union to be used for student meetings, commercial interviews and similar events, excluding banquets and catering events.
7. Responsible for preparation of the daily and weekly schedule of Student Union and campus events.
8. Keeps a Band File of name bands and campus bands for the use, upon request, of students and faculty members.
9. Counsels and advises students on personal problems and activities upon request.
10. Directs work in the Mimeograph Department and checks results for completeness and accuracy.
11. Provides equipment and supplies from the Social Department for conferences as needed.
12. Attends daily and weekly Student Union Staff meetings.
13. Compiles and prepares a semi-annual and annual report on all activities involving the Social Department in regard to meetings, interviews, conferences, dances and similar activities held in the Student Union and on campus.
14. Assists in selecting the Executive and Committee Head members of the Student Union Activities Board.
15. Performs Social Department Secretary's duties during her absence.
16. Recommends purchase of equipment and supplies necessary for the performance of the activities of the Social Department to the Student Union Director.
17. Other duties as assigned by the Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director's Office for the proper performance of assigned duties; supervises the Social Department Secretary; supervises the activities of the eighteen members of the Student Union Activities Board; coordinates with the Coordinator of Conferences in matters of mutual concern; cooperates with other Student Union personnel in matters affecting the operation of the Social Department.

QUALIFICATIONS:

Education Required: College 4

Special Knowledge Required: Typing, counseling and guidance techniques; operation of Mimeograph, duplicating and embossograph machines; personnel management; party and dance arrangements.

Leadership Required: Must be able to coordinate the activities of people in such a manner that the job is completed within a minimum time period.

Judgment Needed: High degree of judgment required in counseling and advising persons in their personal problems and the Student Union Activities Board in its activities.

Special Abilities or Traits Necessary: Ability to meet and deal with people; congenial personality.

Experience: One years experience in a similar position in any large Student Union; six months in the Student Union to gain a working relationship with the Student Union Staff members and the University.

SECRETARY
TO THE
SOCIAL DIRECTOR

REPORTS TO: Social Director

DEPARTMENT: Social

GENERAL RESPONSIBILITY: Responsible for typing correspondence, reports, schedules and menus; maintaining files; operating reproduction and sign machines; scheduling meeting rooms; keeping the master calendar up-to-date; delivering or mailing all correspondence, reports, schedules and menus; serving as receptionist.

SPECIFIC DUTIES:

1. Takes dictation and types correspondence, reports and schedules for Social Director and menus for Coffee Shop Manager.
2. Mimeographs all Mimeograph work brought in by Student Union personnel and outside organizations.
3. Operates duplicating machine and sign machines (line-o-scribe and embossograph) as required.
4. Files correspondence, reports and schedules.
5. Schedules meeting rooms for student organizations and other groups.
6. Delivers or mails all correspondence, reports, schedules and menus.
7. Assigns window display space in Book Store to student organizations.

8. Keeps the master calendar up-to-date through periodic review.
9. Serves as Receptionist for Social Director.
10. Other duties as assigned by the Social Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Social Director for the proper performance of assigned duties; coordinates with Student Union Department Heads in matters pertaining to Mimeograph work; cooperates with other employees in matters pertaining to the performance of assigned duties.

QUALIFICATIONS:

Education Required: High School 4

Special Knowledge Required: Typing; filing; operation of Mimeographing, duplicating, line-o-scribe and embossograph machines; shorthand.

Leadership Required: None

Judgment Needed: Must be able to select proper rooms for meetings.

Special Abilities or Traits Necessary: Courteous manner, neat and clean appearance.

Experience: Two years general office work; one month on-the-job experience to gain knowledge of office procedure.

APPENDIX G

BOOK STORE

POSITION GUIDES

BOOK STORE MANAGER

REPORTS TO: Student Union Director

DEPARTMENT: Book Store

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of Student Union Book Store which involves: Determining and initiating methods and procedures of operation within limits set by Student Union operational policies; supervising either directly or indirectly all personnel employed in Book Store; directing buying and selling of all books and supplies.

SPECIFIC DUTIES:

1. Supervises, schedules, and trains Assistant Book Store Manager, Paperback Book Manager, Textbook Manager, Part-time Student Help Manager.
2. Hires and dismisses, for cause, all personnel employed by Book Store.
3. Responsible for directing buying, returning, and selling of all books and supplies sold by Book Store.
4. Determines and initiates methods and procedures of operation of Book Store.
5. Coordinates efforts of Book Store personnel toward better efficiency, economy of operation and public relations.
6. Contacts faculty and students for the purpose of coordinating Book Store activities with their needs.

7. Corresponds with various book publishing firms in regard to buying and returning of books.
8. Responsible for rental of academic attire bi-annually.
9. Assists Clerks during peak periods of activities as necessary.
10. Signs purchase orders for books and jackets for payment of bills.
11. Recommends purchase of supplies and equipment necessary for the operation of Book Store.
12. Attends daily and weekly Student Union Director's staff meetings.
13. Other duties as assigned by Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Student Union Director for proper performance of assigned duties; supervises four persons and, through them, approximately twenty-five other full-time and part-time persons engaged in Book Store functions; assists, coordinates and cooperates with Book Store personnel in the performance of assigned duties; coordinates and cooperates with other Student Union staff personnel in matters pertaining to operation of Book Store.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Personnel management; selling and buying of books and school supplies; business management.

Leadership Required: Must be a capable leader in order to effectively coordinate activities and gain cooperation of personnel in such a manner that the Book Store operates as effectively as possible in the most economical manner.

Judgment Needed: Determination of proper type and amount of books to buy; methods and procedures of operation.

Special Abilities or Traits Necessary: Ability to meet and deal with people; ability to plan; initiative.

Experience: Three years work in similar type of work; one year on-the-job experience within Book Store to learn operational procedures of Student Union and Book Store.

ASSISTANT BOOK STORE MANAGER

REPORTS TO: Book Store Manager

DEPARTMENT: Book Store

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of General School Supplies Department; Arts, Engineering, and Biological Supplies Department and Office Supplies Department which involves supervising, scheduling work, training personnel and supplying of above departments; assisting in performing work of above departments as necessary; assuming duties of Book Store Manager during his absence.

SPECIFIC DUTIES:

1. Supervises General School Supplies Department; Arts, Engineering and Biological Supplies Department and Office Supplies Department personnel.
2. Schedules and trains personnel performing duties in above departments.
3. Orders proper quantity and quality of supplies for above departments through inventory control procedures and information received from various University departments.
4. Consults various books, brochures and manuals to determine supply sources which offer the highest quality product at the most economical price.
5. Determines prices of products to be sold through regular

mark-up procedures and consideration of storage and expense of selling products.

6. Receives and stores all supplies for above departments.
7. Keeps records on operations pertaining to the above departments.
8. Supervises and assists in conducting inventories of above departments.
9. Checks daily charge sales tickets.
10. Substitutes for other Book Store personnel, including Book Store Manager, as necessary.
11. Rents and re-claims graduation attire.
12. Other duties as assigned by Book Store Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Book Store Manager for proper performance of assigned duties; supervises four full-time clerks and, through them, approximately ten part-time student clerks; coordinates and cooperates with other members of Book Store Department in activities necessary for the proper functioning of Book Store; cooperates with Student Union personnel in obtaining office supplies for the various departments of Student Union.

QUALIFICATIONS:

Education Required: College 2

Specific Knowledge Required: Clerking; personnel management; record keeping; buying, receiving, inventorying and storing of miscellaneous office, engineering, school and related supplies.

Leadership Required: Must effectively supervise activities of four to ten persons engaged in clerking.

Judgment Required: Determination of proper quality and quantity of supplies to order; procedures to use in merchandising supplies.

Special Abilities or Traits Necessary: Ability to meet and deal with public; initiative.

Experience: One year in buying similar supplies; six months on-the-job training to gain experience in the operation of Book Store, Student Union operational procedures and Book Store's operational relationships with University departments.

TEXTBOOK MANAGER

REPORTS TO: Book Store Manager

DEPARTMENT: Book Store

GENERAL RESPONSIBILITY: Responsible for buying, returning and supervising merchandising of all text and reference books; keeping a complete inventory of above books; preparing Book Store book buying list.

SPECIFIC DUTIES:

1. Purchases all text and reference books for Book Store, obtaining the purchase number from information received from various University sources and personal judgment.
2. Supervises and trains Book Store personnel engaged in merchandising text and reference books.
3. Maintains an account of the number of books in Book Store through periodic inventories.
4. Writes letters to book publishing firms in regard to buying and returning of books.
5. Confers with University Department Heads and Instructors in matters pertaining to their needs and desires as related to type and amount of books to be ordered by Book Store.
6. Prepares and edits book buying list which is used as a reference for the buying of books from students at the end of each semester.

7. Checks all invoices of incoming books to ascertain that the proper amount and type of books have been listed and the proper prices are on invoices.
8. Responsible for stocking and storage of all text and reference books.
9. Assists Book Store Clerks in selling books during rush periods as necessary.
10. Other duties as assigned by Book Store Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Book Store Manager for proper performance of assigned duties; provides functional supervision of two to four part-time Student Clerks; assists and cooperates with other Book Store personnel in the performance of Book Store activities.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Buying and selling of large amounts of books.

Leadership Required: Limited amount necessary in order to coordinate the activities of several people in such a manner that service is given as rapidly as possible.

Judgment Needed: Determination of proper quantity of books to order.

Special Abilities or Traits Necessary: Ability to meet and deal with people.

Experience: Three years work in similar job or in a similar job in Student Union Book Store; one year on-the-job training to become familiar with Book Store operational procedure and its relationships with University personnel.

PAPERBACK BOOK MANAGER

REPORTS TO: Book Store Manager

DEPARTMENT: Book Store

GENERAL RESPONSIBILITY: Responsible for buying and stocking of paperback books and miscellaneous supplies sold in Book Section of Book Store; keeping a complete inventory of above items; acting as Head Clerk in Book Section which involves supervising, training and assisting Clerks merchandising books and supplies in Book Section.

SPECIFIC DUTIES:

1. Purchases all paperback books, color prints, anatomy cards and similar supplies sold in Book Section.
2. Supervises, assists and trains Book Section Clerks in merchandising duties in Book Section.
3. Notes the quantity of each paperback book on inventory and receives orders for paperback books from University Faculty; and, with this information, determines quantity and type of books to purchase.
4. Writes receipts and makes refunds for books sold in error.
5. Checks cash register twice daily for amount of money and deposits that money, which is in excess of the amount which is kept for making change, in Book Store bank.
6. Checks refund register, weekly, for amount of money and deposits same in Book Store bank.

7. Supervises inventory of all items in Book Section, excluding textbooks.
8. Types information on inventory cards for each paperback title carried.
9. Checks all invoices of incoming books and supplies purchased to ascertain that the proper amount and type have been listed and the proper prices are on invoices.
10. Responsible for stocking and storage of all books and items purchased.
11. Other duties as assigned by Book Store Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Book Store Manager for the proper performance of assigned duties; provides functional supervision, assistance, and training of two to twenty-five part-time Student Clerks engaged in merchandising duties of Book Section; cooperates with other members of Book Store Staff in performance of duties within Book Store.

QUALIFICATIONS:

Education Required: High School 4.

Specific Knowledge Required: Buying and selling of books and related supplies; personnel management; clerking.

Leadership Required: Must be able to coordinate the activities of Clerks in such a manner that prompt and efficient service is given to customers.

Judgment Needed: Determining type and amount of books and supplies to be ordered.

Special Abilities or Traits Necessary: Ability to meet and deal with people.

Experience: One year on-the-job training to become familiar with Book Store operational procedure and its relationships with University personnel.

BOOKSTORE CLERKS

REPORTS TO: Assistant Book Store Manager

DEPARTMENT: Book Store

GENERAL RESPONSIBILITY: Responsible for stocking, displaying and selling general book store supplies; assisting in conducting inventories of department.

SPECIFIC DUTIES:

1. Arts, Engineering, and Biological Supplies Clerk stocks, displays, and sells supplies used by above University Departments.
2. Office Supplies Clerk stocks, displays, and sells supplies used by Student Union Departments and University Offices.
3. General School Supplies Clerk stocks, displays and sells supplies which are normally required by students in their schooling.
4. Functionally supervises and trains part-time student help assigned to assist in Clerking duties.
5. Keeps working area and supplies clean and orderly.
6. Assists Assistant Book Store Manager in conducting periodic inventories of supplies.
7. Advises Assistant Book Store Manager of shortages in supplies and equipment.
8. Operates cash register in receiving money from customers for sale of supplies.

9. Deposits money received in Department at end of working day in Book Store bank.
10. Other duties as assigned by Assistant Book Store Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Assistant Book Store Manager for proper performance of assigned duties; provides functional supervision of two to four part-time Student Clerks; cooperates with other Book Store and Student Union personnel in matters pertaining to supplies from Book Store.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Familiarity with merchandise offered for sale, clerking, cashiering.

Leadership Required: Limited ability necessary to gain cooperation of student help.

Judgment Needed: Limited

Specific Abilities or Traits Necessary: Ability to meet and deal with people.

Experience: Two months general clerking duties in any well run retailing establishment; three months on-the-job experience to gain a knowledge of supplies and the operational procedures of Book Store.

APPENDIX H

ACCOUNTING DEPARTMENT

POSITION GUIDES

STUDENT UNION AUDITOR

REPORTS TO: Student Union Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Responsible for the accounting procedures and practices of the Student Union Accounting Department; acting as liaison between the University Comptroller's office and Student Union; inventory control of Student Union; preparing various financial reports; supervising and assisting Accounting Department.

SPECIFIC DUTIES:

1. Supervises and assists Accounting Department personnel in performing their duties.
2. Reviews daily work of Accounting Department particularly in reference to cash deposits, account classification of ledger entries and payroll reports.
3. Prepares payroll analysis, comparative statement and comment section of operating statement.
4. Interviews Accounting Department job applicants and makes recommendations for employment.
5. Recommends purchase of all equipment and supplies required by Accounting Department.
6. Serves as liaison between University Comptroller's office and Student Union.
7. Supervises and assists in Student Union inventory control.

8. Formulates plans for changes in basic structures, organization and complement of Accounting Department.
9. Makes daily trips to bank for change for Information Desk.
10. Attends weekly Student Union Director's staff meetings.
11. Checks operating statement for accuracy.
12. Performs annual audit of Student Union system.
13. Other duties as assigned by Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director and University Comptroller for the proper performance of assigned duties; supervises Head Bookkeeper and, through her, four other persons engaged in Accounting Department duties; assists and trains Accounting Department personnel in the proper methods and techniques of performing duties; coordinates with and assists other Student Union staff personnel in accounting and inventory matters.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: College degree in accounting; financial operation of Student Union; personnel management.

Leadership Required: Must be capable of coordinating activities of Accounting Department while being able to be physically present half-time due to other duties required of this person.

Judgment Needed: Capacity of selecting proper accounting methods and procedures.

Special Abilities or Traits Necessary: Initiative, perseverance, ability to work with numbers.

Experience: Two years in any well-run accounting office; six months on-the-job training to gain a working knowledge of departmental methods of operation.

HEAD BOOKKEEPER

REPORTS TO: Student Union Auditor

DEPARTMENT: Accounting

GENERAL RESPONSIBILITY: Responsible for maintaining the efficient operation of Accounting Department within limits set by Student Union Auditor; supervising and assisting Accounting Department personnel; performing general bookkeeping duties.

SPECIFIC DUTIES:

1. Supervises Accounting Department personnel including Accounts Payable Clerk, Accounts Receivable Clerk, Payroll Clerk and Cashier.
2. Assists and trains above personnel as necessary.
3. Makes deposit for all money received in the mail, from Social Department, from Information Desk, and other miscellaneous departments.
4. Completes Union Club ledger by verifying all entries and posting to Union Club revenue journal and city ledger.
5. Prepares, in part, monthly operating statement by gathering data for same from various journals maintained by Accounting Department.
6. Prepares invoices for payment.
7. Conducts meal coupon book inventory.
8. Writes correspondence concerning Accounting Department accounts.

9. Other duties as assigned by Student Union Auditor.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Student Union Auditor for the proper performance of assigned duties; supervises and assists four persons engaged in performing Accounting Department duties; confers and coordinates with other staff members of Student Union in matters related to bookkeeping duties.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Bookkeeping; office and personnel management.

Leadership Required: Must be capable of coordinating and gaining cooperation of small group of persons, each performing different duties, in such a manner that each job is completed at the proper time and in harmony with other jobs performed.

Judgment Needed: Determining proper disposition of unusual accounting problems.

Special Abilities or Traits Necessary: Perseverance; capacity to work with numbers.

Experience: Two years bookkeeping and office management in any well-run bookkeeping department; one year on-the-job training in Accounting Department to learn its routine of bookkeeping and the methods of operation of Student Union.

HEAD CASHIER

REPORTS TO: Head Bookkeeper

DEPARTMENT: Accounting

GENERAL RESPONSIBILITY: Responsible for checking and compiling all daily deposits; processing food tapes; prepares reports; maintains files; providing change to various departments.

SPECIFIC DUTIES:

1. Checks all daily deposits from each department of Student Union and compiles these deposits into one single deposit which is delivered to Whitehurst each day.
2. Prepares a daily report which includes all cash sales, charges, total sales for one month and year age for same date.
3. Processes food tapes which involves checking each deposit against the tape and making a report daily on each Cashiers' overages and shortages.
4. Prepares the statistical data for the daily report.
5. Maintains file on records and reports.
6. Picks up daily deposits and provides change to banks in Union Club.
7. Prepares monthly reports on petty cash, employees' meals, and Cashiers' overages and shortages.
8. Other duties as assigned by Head Bookkeeper.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Head Bookkeeper for the proper performance of assigned duties; cooperates with other Accounting Department personnel in the performance of assigned duties; advises other Cashiers on proper methods of accounting and depositing of cash receipts.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Bookkeeping, typing, filing, report preparation, counting and assembly of money.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to count money rapidly and accurately.

Experience: One year general office experience in accounting; four months on-the-job training to become familiar with the cash discipline and procedures for all departments.

ACCOUNTS RECEIVABLE CLERK

REPORTS TO: Head Bookkeeper

DEPARTMENT: Accounting

GENERAL RESPONSIBILITY: Responsible for maintaining accounts receivable record; typing charge statements; recording entries in accounts receivable ledger, journals and subsidiary ledgers; types reports and statements; maintaining check on past due accounts; files reports, records and statements.

SPECIFIC DUTIES:

1. Types all Catering Room rentals, Mimeographing and Union Club charges.
2. Files reports, records and charge statements.
3. Posts catering charges and food envelopes to Food Journal.
4. Posts all credits and charges to Subsidiary Ledger.
5. Prepares and types monthly trial balance.
6. Closes out books and ledger at the first of each month.
7. Makes copies of invoices of past due charge accounts and sends a form letter with statement to these accounts.
8. Types breakdown reports of invoices on past due accounts for Student Union Director on Student Union and Union Club.
9. Assists in typing monthly operating statement.
10. Assists Cashier with deposits and reports as required.
11. Other duties as assigned by Head Bookkeeper.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Head Bookkeeper for proper performance of assigned duties; coordinates with other departmental personnel in matters pertaining to Accounts Receivable Clerk's duties; coordinates and cooperates with other Accounting Department personnel in performing duties.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Bookkeeping, typing, filing, report preparation.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Perseverance; ability to work with numbers.

Experience: One year in general bookkeeping; three months on-the-job training to gain an understanding of Accounting Department's and Student Union's operational procedures.

ACCOUNTS PAYABLE CLERK

REPORTS TO: Head Bookkeeper

DEPARTMENT: Accounting

GENERAL RESPONSIBILITY: Responsible for receiving and sorting charge slips and invoices; filing folios, charge slips and invoices; preparing and mailing statements; maintains accounts payable ledger, journal and other expense records; typing operating statement.

SPECIFIC DUTIES:

1. Receives and sorts charge slips and invoices from Student Union Departments.
2. Balances Student Union and Book Store accounts payable ledgers.
3. Posts from Student Union and Book Store journals to Student Union and Book Store accounts payable ledgers.
4. Prepares and mails accounts payable statements.
5. Files cash register tapes, Union Club folios, charge slips, journal entry summary, jackets, purchase accounts and invoices.
6. Closes and rules cash receipts and revenue journal and Student Union cash disbursements journal.
7. Pulls tapes in Games Room and Student Store.
8. Makes analysis on food tapes.
9. Reconciles Book Store's requisitions and Book Store's account with itself.
10. Types jackets.

11. Other duties as assigned by Head Bookkeeper.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Head Bookkeeper for proper performance of assigned duties; coordinates and cooperates with other departments of Student Union in matters related to Accounts Payable Clerk's duties; cooperates and assists other Accounting Department personnel in performance of Accounting Department functions.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Bookkeeping, typing, filing.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Perseverance; ability to work with numbers.

Experience: Two months on-the-job training to become familiar with Accounting Department procedures and Accounting Department relationships within Student Union.

PAYROLL CLERK

REPORTS TO: Head Bookkeeper

DEPARTMENT: Accounting

GENERAL RESPONSIBILITY: Responsible for preparing all necessary material for the execution of the payroll of both full-time and part-time; employees; maintains the personnel files; filling out time cards and time sheets for each department of the Student Union.

SPECIFIC DUTIES:

1. Maintains personnel files.
2. Changes and checks tapes for the Games Room and Barber Shop.
3. Types food charges and makes analysis of food envelopes.
4. Types time cards, time sheets, and terminations.
5. Posts annual leave records.
6. Prepares necessary material for payroll for all employees of Student Union.
7. Files records.
8. Delivers payroll information to Whitehurst for preparation of checks.
9. Assists other employees of Accounting Department as required.
10. Other duties as assigned by the Head Bookkeeper.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Head Bookkeeper for the proper performance of assigned duties; assists other employees of Accounting Department in the performance of their duties;

coordinates with Staff Department Heads in obtaining payroll information.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Bookkeeping, typing

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to work with numbers.

Experience: One year in general office work; three months on-the-job training to learn general personnel policies and payroll procedures.

APPENDIX I

ASSISTANT DIRECTOR AND UNION CLUB

POSITION GUIDES

ASSISTANT DIRECTOR

REPORTS TO: Student Union Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: Within the limits of the Student Union policies, the Assistant Director is responsible, and has commensurate authority, for the general operation of the Student Union building as it relates to operating procedure; the operation of the Union Club, Games Room, Barber Shop, and leased space; assuming Director's duties during his absence.

SPECIFIC DUTIES:

1. Directs and supervises the Union Club personnel, Games Room Supervisor, Barber Shop Supervisor, Night Building Manager.
2. Checks the operation of all leased space in Student Union to insure that it is functioning according to Student Union lease agreements.
3. Performs duties of the Student Union Director during his absence.
4. Hires and dismisses personnel for positions within the organization under his personal supervision.
5. Recommends expenditures for items of equipment and supplies necessary to operation of those functions under his control.
6. Conducts semi-annual inventory of supplies in Union Club and Games Room.

7. Determines work schedule and vacation schedule for immediate subordinates.
8. Attends daily and weekly staff meetings.
9. Performs duties of Desk Clerk as required.
10. Keeps current on his functions through reading periodicals and attending out of town conferences.
11. Responsible for the efficient and economical operation of the Union Club.
12. Promotes the Student Union and Union Club through personal contacts, phone, and correspondence.
13. Receives complaints from Hotel patrons and attempts to maintain good relations.
14. Other duties as assigned by the Student Union Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Student Union Director for the proper performance of assigned duties; supervises the Games Room Supervisor, Barber Shop Manager, Night Building Manager, and Union Club personnel, and through them approximately twenty-five part-time and ten full-time employees; coordinates with other Student Union staff personnel on matters pertaining to interaction of functions within the Student Union.

QUALIFICATIONS:

Education Required: College 4

Specific Knowledge Required: Personnel Management; Hotel Administration; typing; bookkeeping; switchboard operation.

Leadership Needed: Leadership abilities essential in coordinating and implementing activities subordinate to this position.

Judgment Needed: Good judgment is essential in developing procedures and methods, and hiring qualified personnel.

Special Abilities or Traits Necessary: Ability to meet and deal with public; ability to coordinate many activities at one time; ability to plan; congenial personality.

Experience: Two years in personnel administration and hotel management; one year in Student Union to learn the procedures for efficiently operating the Hotel and the Student Union and to gain a working relationship with other Student Union and University staff members.

DESK CLERK

REPORTS TO: Union Club Manager

DEPARTMENT: Union Club

GENERAL RESPONSIBILITY: Responsible for checking guests in and out of hotel; operating hotel switchboard; typing correspondence; making reservations; filing; and depositing money receipts for day's operation.

SPECIFIC DUTIES:

1. Checks guests in and out of the Hotel.
2. Operates Hotel switchboard.
3. Maintains record of cost of each guest's phone calls.
4. Makes reservations for Hotel rooms.
5. Answers correspondence pertaining to reservation requests.
6. Files check-in and check-out records and correspondence relating to reservations.
7. Answers Union Club Manager's phone during his absence.
8. Makes out Maid's room slips.
9. Maintains current files by removing filed letters and cards monthly.
10. Provides information to guests relating to campus activities and directions.
11. Counts parking meter money weekly.
12. Counts stamp machine money.

13. Deposits day's receipts in office bank.
14. Maintains the orderly appearance of the Union Club Manager's office.
15. Other duties as assigned by the Union Club Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Union Club Manager for proper performance of assigned duties; provides Porter check-in information; provides Head Maid with room check-out information.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Operation of switchboard; typing; limited knowledge of filing.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to meet and deal with the public; neat personal appearance.

Experience: Two weeks on the job.

PORTER

REPORTS TO: Union Club Manager

DEPARTMENT: Union Club

GENERAL RESPONSIBILITY: Responsible for carrying Union Club guests' baggage; performing general janitorial duties.

SPECIFIC DUTIES:

1. Carry guests' baggage to their room and give any requested information by guests when able.
2. Inspect guests' rooms for cleanliness and orderliness and take any required remedial action prior to occupancy by guests.
3. Clean, wash and buff corridors as needed.
4. Sweep stairways daily.
5. Clean Union Club dormitory bathroom as needed.
6. Spot wash walls of stairway and corridors as needed.
7. Empty trash daily.
8. Other duties as assigned by the Union Club Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to Union Club Manager for performance of duties; obtains cleaning supplies from Head Maid; obtains guest room information from Desk Clerk.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Familiar with general housekeeping procedures; layout of Union Club building.

Leadership Needed: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Congenial personality.

Experience: Janitor - one month.

HEAD MAID

REPORTS TO: Union Club Manager

DEPARTMENT: Union Club

GENERAL RESPONSIBILITY: Supervises five Maids engaged in cleaning Union Club guest rooms; and one Maid performing linen supply duties.

SPECIFIC DUTIES:

1. Supervises work of Housekeeping Department and Linen Supply Maid.
2. Picks up check-out cards from Desk Clerk, and, using this information, assigns work to Maids.
3. Keeps time record of work performed by Maids.
4. Supplies Maids with necessary cleaning supplies and linen.
5. Checks on quality of work performed by Maids.
6. Inspects Union Club fixtures for cleanliness and need of repair, and takes appropriate action.
7. Maintains an adequate supply of cleaning materials and requests additional materials as required.
8. Checks linen for tears, holes, etc., and performs minor mending when necessary, or retires linen if it is beyond repair.
9. Schedules vacations for Maids.
10. Performs Maids work when necessitated through the absence of Maids or unusual rush periods.

11. Inventories supplies once a year.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Union Club Manager for the proper performance of assigned duties; supervises six persons performing Maid duties.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Familiar with general housekeeping procedures; familiarity with personnel relation principles.

Leadership Needed: Ability to coordinate people so that all jobs are performed within the allotted time.

Judgment Needed: Limited

Special Abilities or Traits Necessary: None

Experience: Housekeeping - one year.

MAID

REPORTS TO: Head Maid

DEPARTMENT: Union Club

GENERAL RESPONSIBILITY: To perform in the most effective and efficient manner those cleaning operations necessary for the maintenance of the cleanliness and orderliness of the Union Club guest rooms.

SPECIFIC DUTIES:

1. Responsible for vacuuming guest room floors; dusting and cleaning room fixtures; cleaning bathrooms.
2. Responsible for picking up clean bed linen and making previously used beds with this linen.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Head Maid for performance of duties.

QUALIFICATIONS:

Education Required: Grammar School 8

Specific Knowledge Required: Should be familiar with general housekeeping procedures.

Leadership Required: None

Judgment Needed: Very Limited

Special Abilities or Traits Necessary: None

Experience: General housekeeping - one month.

NIGHT BUILDING MANAGER

REPORTS TO: Assistant Director

DEPARTMENT: Director's Office

GENERAL RESPONSIBILITY: General supervision of all evening work employees; direct supervision of three persons engaged in janitorial duties; responsible for banquet, conference, and general student meeting set-ups; maintaining order of persons using Student Union facilities during the evening; assuming Union Club Manager's duties during his absence; assuming duties of other evening employees during rush periods and brief periods of absence.

SPECIFIC DUTIES:

1. Supervises the work of three janitors engaged in preparing rooms for banquets and meetings and general janitorial duties.
2. Performs a constant surveillance of the Student Union building to ascertain that everything is in working order and that all employees and Student Union guests are behaving in the proper manner, taking required action to remedy any adverse situation involving the above.
3. Check the condition of all meeting rooms and take any required action necessary to set them up in proper order.
4. Relieve the Information Desk Clerk during her evening break.
5. Prepare a schedule for the shift work of the Building Manager each month.

6. Conduct a check on the building's fixtures and report any fixtures in need of repair or cleaning.
7. Keep on deposit in Student Union Bank \$250 for the purpose of providing change to the various Student Union employees engaged in cashiering.
8. Conduct a complete building inventory each three years and record the same on file cards.
9. Substituting for Bus personnel in Coffee Shop during rush periods, Bellman after hours, Doorman for dances and banquets, and Desk Clerk during peak periods of activity.
10. Locking building at closing time.
11. Formalizing and typing a report to the Director of all work and activity occurring in the Student Union during the evening.
12. Hiring and dismissal of employees under his direct supervision.
13. Other duties as assigned by the Assistant Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Assistant Director for the proper performance of assigned duties; supervises three to five Janitors; general supervision of all evening employees varying from nine to twelve in number; coordinates with the Coordinator of Conferences and the Social Director on matters pertaining to room set-ups.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: General housekeeping procedures; general knowledge of the duties involved in each job performed during the evening hours; arrangement procedures for room set-ups.

Leadership Required: Limited

Judgment Needed: Must be able to provide assistance to a variety of jobs in a capable manner without immediate assistance from higher authority; decision of immediate action to be taken in case of disorderly customer.

Special Abilities or Traits Necessary: Ability to meet and deal with the public; ability to supervise variety of activities at one time.

Experience: General knowledge of the functions and activities of the Student Union during the evening hours which may be acquired by two months on-the-job training.

BARBER SHOP MANAGER

REPORTS TO: Assistant Director

DEPARTMENT: Barber Shop

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of the Barber Shop; supervises three to five other Barbers, and one Shoeshine Man; performs duties of a Barber.

SPECIFIC DUTIES:

1. Supervises three to five other persons engaged in the activity of barbering and one person engaged in the activity of shining shoes.
2. Recommends purchase of supplies and equipment used in Barber Shop.
3. Recommends hiring and dismissal of Barbers working in Barber Shop.
4. Performs the duties of a Barber.
5. Checks and deposits daily receipts.
6. Other duties as assigned by the Union Club Manager.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Union Club Manager for the proper performance of all assigned duties; cooperates with other members of the Barber Shop in the performance of those activities necessary for the functioning of the Barber Shop.

QUALIFICATIONS:

Education Required: Must have passed State Barber Examination.

Specific Knowledge Required: Techniques and procedure of
barbering.

Leadership Required: Limited

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to meet and deal
with public.

Experience: Enough experience in a barber shop to become a profi-
cient barber.

GAMES ROOM SUPERVISOR

REPORTS TO: Assistant Director

DEPARTMENT: Games Room

GENERAL RESPONSIBILITY: Responsible for the efficient and economical operation of the Games Room; supervises personnel employed in the Games Room; promotes new business for Games Room; assumes duties of Billiards and Bowling Alley Managers' as required; manages bowling league affairs; manages and coaches the University bowling team.

SPECIFIC DUTIES:

1. Devises plans for promoting and promotes new business for Games Rooms through phone and personal contact.
2. Manages bowling league affairs in matters relating to promotion, scheduling and general conduct of bowling activities in the Games Room.
3. Assumes duties of Billiards and Bowling Alley Manager as required.
4. Manages the University bowling team, with the duties of this position involving formation, training and supervision of the team both on campus and at bowling events away from the campus.
5. Conducts periodic inventories of equipment and supplies in Games Room.
6. Schedules Games Room employees' working hours and vacation periods.

7. Hires and dismisses employees of Games Room.
8. Recommends purchase of supplies and equipment necessary to the operation of the Games Room.
9. Writes weekly reports to the Assistant Director on the past week's activities.
10. Other duties as assigned by the Assistant Director.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Assistant Director for the proper performance of assigned duties; supervises two persons engaged in managing the Billiards Room and Bowling Alley; coordinates with other employees in matters pertaining to the operation of the Games Room.

QUALIFICATIONS:

Education Required: High School 4

Specific Knowledge Required: Rules and regulations of all games offered in Games Room; operation of all equipment in Games Room.

Leadership Required: Limited ability to coordinate the activities of personnel employed in the Games Room.

Judgment Needed: High degree of judgment involved in devising and selecting promotional programs for the Games Room.

Special Abilities or Traits Necessary: Must be excellent bowler and capable of imparting this knowledge to others; must be able to speak persuasively; able to meet and deal with the public.

Experience: Enough promotional and bowling experience to have become proficient; three months on-the-job experience in the Games Room to learn operating procedures.

BILLIARDS ROOM MANAGER

REPORTS TO: Games Room Supervisor

DEPARTMENT: Games Room

GENERAL RESPONSIBILITIES: Responsible for the efficient and economical operation of the Billiards Room; acts as Cashier for the Billiards Room.

SPECIFIC DUTIES:

1. Prepares tables for play by racking balls in proper manner.
2. Collects and makes change of money received for the use of the billiards tables.
3. Keeps the billiard area in clean and orderly condition.
4. Inspects cue tips and replaces those in faulty condition.
5. Recommends purchase of supplies needed for the operation of Billiards Room.
6. Performs minor repair of billiard tables.
7. Assists Bowling Alley personnel when needed.
8. Helps cover billiard tables each year.
9. Checks and deposits daily receipts.
10. Other duties as assigned by Games Room Supervisor.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Games Room Supervisor for the proper performance of assigned duties; coordinates and cooperates with the Cashier of the Bowling Alley in the performance of duties.

QUALIFICATIONS:

Education Required: Grammar 8

Specific Knowledge Required: Billiard games rules and regulations;
operation of cash register.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to meet and deal
with people.

Experience: One month in any billiards room; one week on-the-job
training to learn the routine of the Games Room.

BOWLING ALLEY MANAGER

REPORTS TO: Games Room Supervisor

DEPARTMENT: Games Room

GENERAL RESPONSIBILITY: Responsible for collecting money for Bowling Alley; distributing score sheets; cleaning bowling shoes; general cleanliness and orderliness of the bowling area.

SPECIFIC DUTIES:

1. Collects money for use of Bowling Alley.
2. Cleans bowling lanes each three hours.
3. Cleans and sterilizes bowling shoes as used.
4. Maintains the general cleanliness and orderliness of the bowling area by performing clean-up duties as necessary.
5. Provides clean towels to each bowling lane.
6. Keeps balls in racks when they are not in use.
7. Performs duties of Billiards Room Manager during his lunch period.
8. Assists bowlers in learning to keep score upon request.
9. Prepares daily report of cash receipts for the bowling area.
10. Other duties as assigned by the Games Room Supervisor.

ORGANIZATIONAL RELATIONSHIPS: Accountable to the Games Room Supervisor for the proper performance of assigned duties; coordinates and co-operates with the Manager of the Billiards area in the performance of duties; provides Bookkeeping Department with report of daily receipts.

QUALIFICATIONS:

Education Required: High School 2

Specific Knowledge Required: Scoring of bowling; operation of cash register.

Leadership Required: None

Judgment Needed: Limited

Special Abilities or Traits Necessary: Ability to meet and deal with the public.

Experience: One month experience as Cashier in any department store, and one week on-the-job training to learn routine of Bowling Alley.

VITA

Max Ray Newberry

Candidate for the Degree of

Master of Science

Report: A STUDY OF THE ORGANIZATIONAL STRUCTURE OF THE OKLAHOMA STATE
UNIVERSITY STUDENT UNION

Major Field: Industrial Engineering and Management

Biographical:

Personal Data: Born in Gould, Oklahoma, July 26, 1935, the son of
Earl R. and Verl V. Newberry.

Education: Attended grade school at Martha and Gould, Oklahoma;
graduated from Gould High School in 1953; received the Bachelor
of Science degree from Oklahoma State University, with a major
in Industrial Engineering and Management, in May, 1958; attend-
ed Texas Agricultural and Mechanical College from 1958 to 1959;
completed requirements for the Master of Science degree in
August, 1962.

Professional experience: Entered the United States Air Force in
August, 1958; became a weather forecaster in September, 1959,
and served in this capacity until discharged in August, 1961.