



Sigma Delta Tau Sorority
Chapter Services Coordinator (CSC)
Job & Task Analysis

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EME 601 Introduction to Instructional Design

JTA Assignment

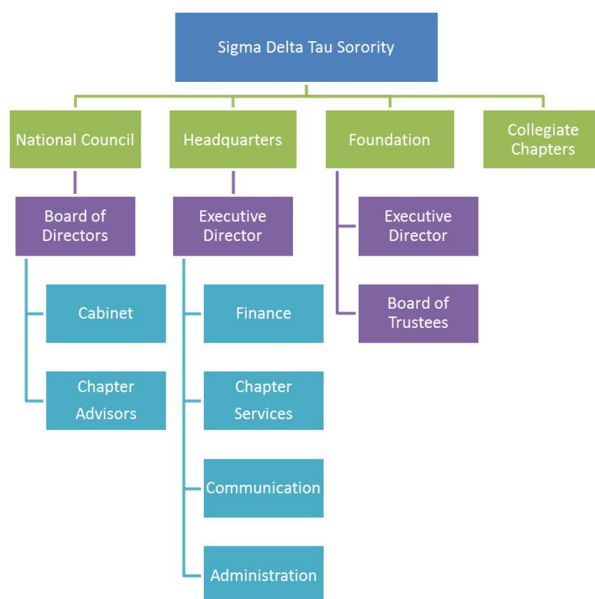
Introduction

Background

Sigma Delta Tau is a National women’s social sorority, founded in 1917, at Cornell University by seven women who faced religious discrimination. The Society is now comprised of 64 active chapters with 5000 undergraduate affiliates and over 60,000 alumnae members. The mission of the organization is, “to enrich the lifetime experience of women of similar ideals, to build lasting friendships, and to foster personal growth. Sigma Delta Tau shall encourage each member to reach her fullest potential by providing intellectual, philanthropic, leadership and social opportunities within a framework of mutual respect and high ethical standards.”

SDT is comprised of several, easily isolated, subsystems; including Collegiate Chapters, National Headquarters, and the National Council. The undergraduate chapters are supported administratively by the centrally located National Headquarters in Carmel, Indiana. The small office staff of 6 provides supplies, processes incoming requests, tracks chapter administrative functions and collects membership dues. All Society business functions are controlled by the Headquarters staff, including finances, public relations/communication, and the employment of Leadership Consultants for chapter support. The National Council is the governance subsystem and directs the day to day activities of the organization, as well as all strategic planning initiatives.

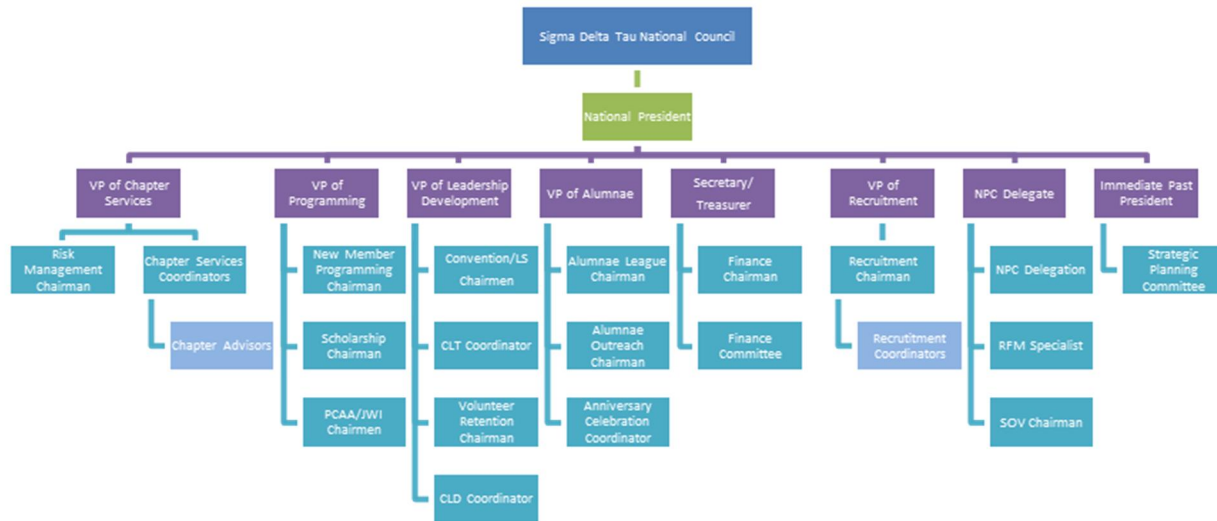
Figure 1: Sigma Delta Tau Organizational Structure



Sigma Delta Tau, a not-for-profit Greek letter fraternal organization, relies heavily on the support of alumnae volunteers to sustain daily operations. Currently, the Society maintains a network of over 100 dedicated volunteers, serving in a variety of roles including programming development, leadership training, strategic planning, membership recruitment and chapter services. These various sectors of chapter support all fall under the

National Council umbrella. Over the past five years, the SDT governing body has experienced rapid growth with the addition of over 60 new members.

Figure II: SDT National Council Structure



The Chapter Services department was established in 2008 as a result of a growing volunteer base and the need for more effective chapter support and communication.

Figure III: Basic Chapter Services Reporting Structure



Unfortunately, the structure of the team was developed hastily and there are still many uncertainties regarding job functions; especially for the Chapter Services Coordinator (CSC) role. The current job description in

the Sigma Delta Tau National Bylaws is vague and does not provide clear guidelines for what the CSC duties entail:

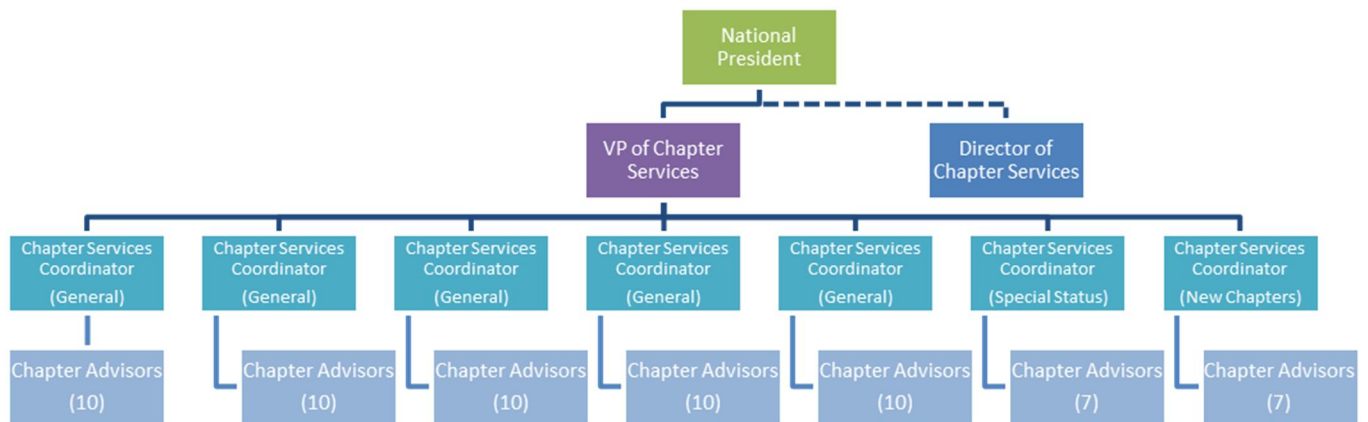
The Chapter Services Coordinator will have responsibility for mentoring, educating, and supporting the Chapter Advisors. They will serve as liaisons between the chapters, the Chapter Advisors, and the Board of Directors and shall have such further duties as shall be required of them by the Board of Directors and set forth in the Rules, Regulations, and Procedures.

A Job & Task Analysis is required to review the Chapter Services Coordinator position. Through this analysis, the Instructional Design team will be able to better define and characterize the role, identify the primary functions and duties, clarify the knowledge and skills requirements, pinpoint the attitudes required for success and establish qualifications for the position.

Setting

The Chapter Services department is composed of 72 volunteers; the Vice President of Chapter Services, 7 Chapter Services Coordinators, and 64 Chapter Advisors. The department head reports directly to the Sigma Delta Tau National President. The team is divided into seven units and reorganized every two years based on organizational need. In addition, the department is supported by a full-time paid staff member, the Director of Chapter Services, located at the SDT National Headquarters in Carmel, IN.

Figure IV: Chapter Services Organizational Structure



The primary function of team is to support the purpose of Sigma Delta Tau through outstanding support of the SDT collegiate chapter and their advisors.

“It shall be the purpose of this fraternal organization to form a close social and fraternal union of those of similar ideals and to foster, maintain and instill such ideals in the hearts of its members as will result in actions worthy of the highest precepts of true womanhood, democracy and humanity.”

*Sigma Delta Tau National By-laws
Article I, Section 2*

Job & Task Analysis

Preparation

The following information was collected from the SDT National Headquarters in order to gain a better understanding of the Chapter Services Coordinator role:

1. Sigma Delta Tau Sorority mission, goals, and organizational structure
2. Chapter Services Department goals and organizational structure
3. Information about the CSC position
 - a. Current job description from the SDT National Bylaws
 - b. Expectations as outlined by the Volunteer Service Agreement
 - c. Roster of current Chapter Services personnel

Interviews were conducted with key personnel within the department, including:

- Vice President of Chapter Services
- Chapter Services Coordinator
- Chapter Advisor

Members at varying levels of the organization were sampled in order to paint a clear picture of the current perceived notions about the functions, duties, and tasks of the CSC position. Selections were made based on level of experience and activity within the National Council. In the ideal situation, when conducting a full Job & Task analysis, multiple CSCs and Chapter Advisors would be interviewed.

Sample #1	
Title:	Vice President of Chapter Services
Length of Time in Position:	2 years, 5 months
Years of Service:	25 years, 5 months
Experience:	National Vice President, Chapter Services Coordinator, Convention Chairman, Awards Chairman, Chapter Advisor, House Corporation Officer, Membership Development Programming Chairman & Leadership Consultant
Education:	B.A., Rutgers University

Sample #2	
Title:	Chapter Services Coordinator
Length of Time in Position:	5 years, 5 months
Years of Service:	9 years, 5 months
Experience:	Chapter Advisor, New Member Programming and Ritual Chairman, Volunteer Retention and Training and Education Chairman.
Education:	B.S., Purdue University; M.S, Purdue University

Sample #3	
Title:	Chapter Advisor
Length of Time in Position:	3 years, 5 months
Years of Service:	3 years, 5 months
Experience:	Chapter Advisor
Education:	B.S., University of South Florida

Interviewees were contacted via email to explain the purpose of the analysis and the proposed plan. After permission was granted, a follow-up communication was sent with additional details about the project. This email included a sample JTA created in a previous assignment (based on a teaching role), expected results, and a list of interview questions:

Environment Questions (All) –

1. What is the mission of your department?
2. What are the goals of your department?
3. Who are the key players in the Chapter Services department?

Job Specific Questions (CSC) –

1. Please provide a description of the Chapter Services Coordinator role.
2. What are the functions required to perform your job?
3. What duties are required to perform each function?
4. Please describe any complex duties by describing the tasks associated with the activity.
5. What is the most frequently performed function, duty, and task?
6. What challenges do you encounter in your role?
7. What kind of knowledge and skills are required to perform the tasks described?
8. What kinds of attitudes are needed to perform your job?
9. What resources are available to help you perform your job?
10. What results are being achieved as a result of your functions/duties/tasks?

Job Specific Questions (VP of Chapter Services) –

1. Please provide a description of the Chapter Services Coordinator role.
2. What are the functions required to perform the job?
3. What duties are required to perform each function?
4. Please describe any complex duties by describing the tasks associated with the activity.
5. What is the most frequently performed function, duty, and task?
6. What challenges do you encounter when working with the CSCs?
7. What kind of knowledge and skills are required to serve as a CSC?
8. What kinds of attitudes are needed to perform well as a CSC?
9. How does your work support the CSCs?
10. What results are being achieved as a result of the functions/duties/tasks of the CS department?

Job Specific Questions (Chapter Advisor) –

1. Please provide a description of your understanding of the Chapter Services Coordinator role.
2. What are the functions required to perform the job?
3. What duties are required to perform each function?
4. Please describe any complex duties by describing the tasks associated with the activity.
5. What is your most frequent interaction with the CSCs?
6. What challenges do you encounter when working with the CSCs?
7. What kind of knowledge and skills are required to serve as a CSC?
8. What kinds of attitudes do you prefer in a CSC?
9. How is your work supported by the CSCs?
10. What results are being achieved as a result of the functions/duties/tasks of the CS department?

Interviews

Interviews for the Vice President of Chapter Services and CSC were conducted via phone due to time and distance constraints. The interview for the Chapter Advisor was conducted in person. These conferences were both time and cost efficient, as the subjects had ample time to prepare in advance.

Analysis

After the consultations were concluded; the notes were compiled and synthesized into a master document. The document was distributed to the sample target audience for review and revisions. Upon receipt of edits, the analysis was organized into a hierarchical list of functions, duties, and tasks associated with the Chapter Services Coordinator role. The knowledge, skills, and attitudes for key tasks were also detailed in the final report. Final reports were sent to the team for validation at the conclusion of the project.

JTA Results

The final results of the analysis include:

1. An updated description of the Chapter Services Coordinator position
2. Prerequisites required in order to be successful in the CSC role
3. A hierarchical list detailing the functions, duties, and tasks associated with the CSC job
4. Required knowledge, skills, and attitudes for key tasks

Position Description

The Chapter Services Coordinators will have responsibility for mentoring, educating, and supporting the Chapter Advisors. They will serve as liaisons between the chapters, the Chapter Advisors, and the Board of Directors. The CSCs will maintain bimonthly contact with advisors on their teams and report directly to the National Vice President of Chapter Services.

In order to be successful in the Chapter Services Coordinator role, a volunteer assigned to this position should possess the following knowledge and abilities:

- Understanding of Sigma Delta Tau bylaws, rules, policies and procedures
- Experience in the various areas of chapter functioning including; risk management, membership recruitment & retention, member programming, leadership development, and strategic planning
- Familiarity with SDT structure and resources available to chapters

- A minimum of four years of experience serving as a Chapter Advisor
- Ability to work with diverse groups of people
- Excellent communication and organizational skills
- Creative problem solving abilities

Task Listing

The Chapter Services Coordinator position is categorized by five major functions (in hierarchical order):

1. Support Chapter Advisors & Collegiate Chapters
2. Train and mentor Chapter Advisors
3. Perform administrative duties
4. Serve as the liaison between the Chapters/Advisors and the Board of Directors
5. Maintain skills and engage in personal development opportunities

Function	Duty	Task	Subtask	
1.0 Support Chapter Advisors & Collegiate Chapters	1.1 Maintain a close relationship with Chapter Advisors	1.1.1 Lead a bi-monthly call with Advisor team	1.1.1.1 Schedule call using a group meeting tool i.e. Doodle	
			1.1.1.2 Send out agenda and dial-in information at least 48 hours prior to the call	
			1.1.1.3 Facilitate discussion during the call	
			1.1.1.4 Record detailed notes during the meeting	
			1.1.1.5 Distribute minutes no later than 48 hours after the call	
			1.1.1.6 Follow-up with Advisors on any issues or pending questions	
	1.2 Maintain communication with Chapter leadership	1.2.1 Send a quarterly email communication to Chapter President	1.1.2 Communicate with individual advisors monthly	1.1.2.1 Facilitate chapter goal-setting
				1.1.2.2 Problem solve individual chapter issues
			1.2.2 Send congratulatory notes for major chapter accomplishments, milestones, and events	
			1.2.3 Conduct periodic visits to chapters to assist with special projects (i.e. Recruitment, Officer Transitions, etc.)	

2.0 Train and mentor Chapter Advisors	2.1 Facilitate advisor training opportunities	2.1.1 Survey Advisor Team to determine areas of interest	2.1.1.1 Develop survey using SDT Survey Monkey account
			2.1.1.2 Distribute survey to Advisor Team
			2.1.1.3 Collect and analyze results
		2.1.2 Research applicable subject matter	
		2.1.3 Deliver training to Advisory Team	2.1.3.1 Utilize SDT GoTo meeting account or other video conferencing service
			2.1.3.2 Host a conference call
			2.1.3.3 Distribute materials for self-study
		2.1.4 Collaborate with other CSCs to share resources	
	2.2 Assist advisors with individual goal setting	2.2.1 Discuss National Council opportunities	
		2.2.2 Identify opportunities for personal growth	
2.2.3 Encourage advisors to attend workshops and conferences			
3.0 Perform administrative duties	3.1 Ensure advisor reports are completed	3.1.1 Follow up with Advisor Team two weeks prior to semi-annual Chapter Summary deadline	3.1.1.1 Develop incentive systems encourage report submission
		3.1.2 Contact advisor two weeks after yearly visit	3.1.2.1 Follow up if a month passes without a Visit Report submission
	3.2 Review advisor reports	3.2.1 Examine advisor reports prior to final submission to HQ	3.2.1.1 Ensure all sections have been completed
			3.2.1.2 Follow up with questions, if needed
	3.3 Review bi-weekly chapter report	3.3.1 Examine report for missing chapter documents	
		3.3.2 Follow up with advisor for updates on chapter status	
	3.4 Correspond with SDT National HQ	3.4.1 Respond to emails within 48 hours	
		3.4.2 Respond to voicemail within 24 hours	

3.0 Perform administrative duties (continued)	3.5 Evaluate Chapter Advisor performance	3.5.1 Complete the Chapter Advisor Evaluation form prior to the established deadline	
		3.5.2 Maintain open communication with advisors regarding performance	3.5.2.1 Address advisor issues as they occur and document all communications
	3.6 Record Keeping	3.6.1 Maintain comprehensive records to be utilized by future CS personnel	
4.0 Serve as liaison between Chapters/ Advisors and the Board of Directors	4.1 Maintain communication with VP of Chapter Services	4.1.1 Send updates on chapter performance	4.1.1.1 Provide monthly status reports for all priority chapters
			4.1.1.2 Provide chapter status reports, as needed, for regular chapter issues
		4.1.2 Respond to emails within 48 hours	
		4.1.3 Respond to voicemail within 24 hours	
	4.2 Update advisors regarding BOD directives	4.2.1 Email policy updates and other important information, as needed	
		4.2.2 Reinforce items from the monthly Council Communication	
	4.3 Foster partnerships with BOD personnel	4.3.1 Schedule BOD members to serve as guest speakers during monthly calls	
		4.3.2 Reach out to BOD members regarding chapter issues in their area of expertise	
	4.4 Maintain contact with CSC Team	4.4.1 Participate in monthly CSC conference calls	
		4.4.2 Share success stories and best practices	
5.0 Maintain skills and engage in personal development opportunities	5.1 Attend SDT sponsored leadership development conferences	5.1.1 Attend biannual National Convention	5.1.1.1 Serve as team leader for small group activities
			5.1.1.2 Participate in special status chapter meetings
	5.1.2 Attend annual Advisor Training seminar		
5.2 Participate in SDT Webinars	5.2.1 Attend all town hall and special topics web conferences		

5.0 Maintain skills and engage in personal development opportunities (continued)	5.3 Seek continued education opportunities	5.3.1 Participate in personal development opportunities	
		5.3.2 Attend workshops sponsored by SDT partners i.e. HP.org, CampusSpeak, NPC, etc.	

Knowledge, Skills, & Attitudes (KSAs)

Task	Knowledge	Skills	Attitude
1.1.1 Lead a bi-monthly call with Advisor team	<ul style="list-style-type: none"> Understanding of materials to be discussed during the conference Prior year(s) performance of each chapter History of each individual advisor Understanding of the technology needed to facilitate the call 	<ul style="list-style-type: none"> Analytical skills to assess chapter issues Technological savvy Ability to listen acutely to others Very good organizational methods Creative problem solving skills 	<ul style="list-style-type: none"> Patience Commitment to chapter success Follow-through
1.2.3 Conduct periodic visits to chapters to assist with special projects (i.e. Recruitment, Officer Transitions, etc.)	<ul style="list-style-type: none"> Well-rounded understanding of multiple disciplines of chapter operations Prior year(s) performance of each chapter 	<ul style="list-style-type: none"> Ability to delegate tasks Intergenerational communication Analytical skills to assess chapter performance Presentation/ public speaking 	<ul style="list-style-type: none"> Willingness to travel Commitment to chapter success Friendly Diplomacy
2.1.4 Collaborate with other CSCs to share resources	<ul style="list-style-type: none"> Knowledge of trends in higher education Understanding of the role of Greek life in the collegiate experience Familiarity with the SDT National structure and key players 	<ul style="list-style-type: none"> Effective communication Research abilities Technological savvy Ability to work well with diverse groups of people 	<ul style="list-style-type: none"> Cooperation Creativity Teamwork
3.5.2 Maintain open communication with advisors regarding performance	<ul style="list-style-type: none"> Understanding of human performance and learner motivation theories Knowledge of Chapter Advisor /volunteer expectations Prior experience with the advisor Prior experience with similar individuals Clear vision of desired outcomes 	<ul style="list-style-type: none"> Capacity to assess advisor performance Understanding of individual needs Ability to listen acutely to others Effective communication 	<ul style="list-style-type: none"> Patience Honesty Commitment to individual advisor success