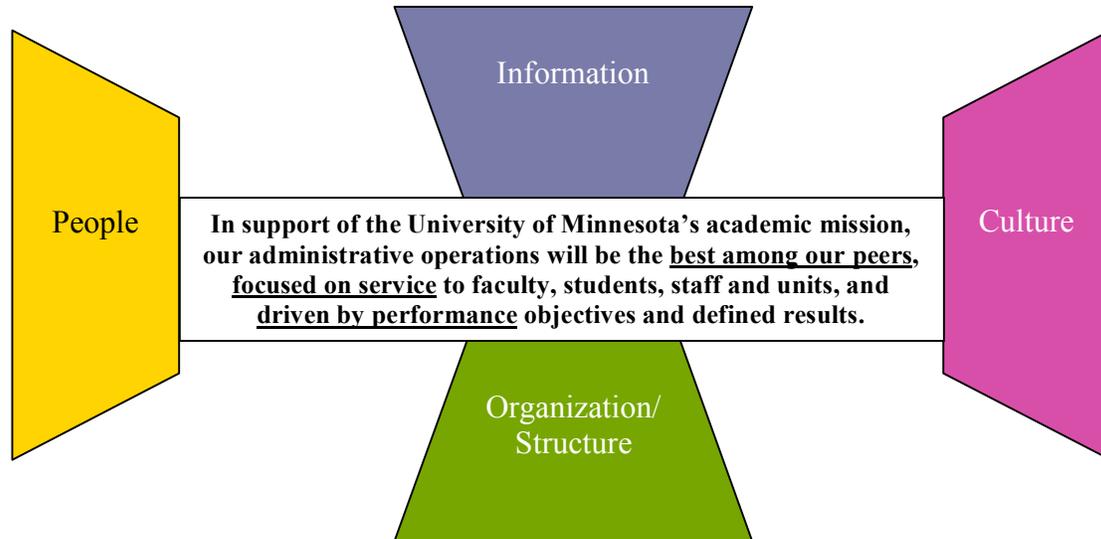


# Administrative Service & Productivity Steering Committee

February, 2006



## People

### I. Strengthen the leadership skills of our managers, supervisors, and leaders

This project will strengthen managerial and leadership capabilities by identifying, agreeing upon, and implementing key competencies for supervisors, managers and leaders. These competencies will be used in the selection, training, and performance assessments of individuals.

### II. Invest in a “strong start” for all employees

This effort will ensure that all new employees begin their employment at the University with a strong start. All employees must receive appropriate support, assistance, and information to orient them to the university as a community, acquaint them with critical resources, and heighten understanding of what is expected of them in their new positions.

### III. Improve performance management systems for staff

This effort will improve performance management systems so that every employee receives regular feedback on their performance and understands the expectation to continuously upgrade their skills and knowledge. This project will promote the idea that all University supervisors should reward and recognize achievement, actively support the development of their staff, and deal appropriately with underachieving employees.

### IV. Enhance classification and compensation systems across all job families

In order to continue enhancing the competitiveness of the University, classifications and compensation systems will be updated to ensure that pay philosophies for each employee group are clearly articulated, internal and external market compensation information is up-to-date and accessible, and job classifications for each employee group are simplified and current. All managers will be trained to use these systems as designed.

## Information

### V. Single Enterprise / Best Practice Identification and Advancement Process

This project will create a process to nimbly and systematically identify, analyze, and advance single enterprise and best practice tools, techniques, and systems. In addition, a review process must be put in place to assess the ongoing effectiveness of these systems.

### VI. Internal Budget Model

This project will build a transparent and responsive budget model that supports the stated values of the institution, allows for long-term financial investments, and addresses the overhead needs of the University, while providing

reliable, stable and predictable incentives for sound financial planning and strong fiscal management. The model should create appropriate incentives and disincentives to enhance the University's excellence and optimize the use of resources.

#### **VII. Enterprise Financial System**

The new financial system replaces aged technology as well as overhauls many University financial processes and reporting mechanisms. Improvements in processes, quality, and quantity of information will occur through uniformity, consistency, automation, and ease of use. One key objective of the project is to provide the University more data gathering flexibility in an increasingly complex and demanding internal and external reporting environment. An overarching goal is to ensure that each financial business process, and by extension the financial system as a whole, supports a strong and transparent control environment.

#### **VIII. Strengthen Compact Process to Integrate Planning, Performance, and Budgets**

This effort will strengthen the existing Compact process to integrate planning, decision making, resource allocation, and performance metrics into a comprehensive system for all colleges, campuses, and units. It will place accountability at the appropriate leadership levels throughout the University and reward improved performance.

#### **IX. Reliable Management Data Support**

In order to standardize definitions and promote accessibility, this project will review management and operational performance data needs of University decision-makers and implement necessary changes. In addition, the functions of the offices that provide this data will be assessed to determine how these units might be best optimized to provide better information for planning and decision-making.

### **Organization / Structure**

#### **X: New Administrative Services Model**

This effort is developing a new model for administrative services that (1) clearly defines the responsibilities and authorities of central units, colleges, and departments; (2) identifies areas for sharing and clustering administrative services to support multiple units; (3) integrates the delivery of administrative services from central to colleges to departments; and (4) delineates system roles and responsibilities.

#### **XI. Administrative Policy Review and Simplification**

In order to reduce over-regulation and complexity, increase consistency and compliance, and empower individuals to make decisions, administrative policies and process will be overhauled. This will include clarifying delegations of authority, eliminating conflicts between internal policies or with external regulatory requirements, redrafting administrative policies in a consistent and easily accessible format, and communicating them clearly and understandably to faculty, staff, students, and the public.

#### **XII. Facilities Management Transformation**

To achieve the University's strategic goal, space and services must genuinely meet the needs of faculty, staff, students, and academic units. Facilities Management will move from managing buildings to providing services and facilities to serve the faculty, staff, students, and academic programs that utilize those facilities. In addition, beginning July 1, 2006, every university department will be billed directly for their custodial, maintenance and energy services when previously these costs were covered in central budgets. With this increased transparency and accountability, Facilities Management needs to clearly demonstrate the value and quality of their services for users.

### **Culture**

#### **XIII: Define and Foster a Culture that Propels and Reflects the University's Aspiration**

Define, communicate, and foster a culture that propels and reflects the University's aspiration to be a top three public research university by: (1) creating a clear statement of the University's desired culture; and (2) developing a comprehensive plan to transform the University's culture. Next steps include executing strategies and developing appropriate measures to gauge culture change.