Project Name: School Administration Review - Phase 3: Implementation

Project Manager: Jenny Purcell

1. Project Purpose Statement:
To implement the recommendations of the 2010 School Administration Review Phase 2, including working with each College, School, Research Centre and Group to ensure they are positioned to deliver the administration support to students and the minimum level of support to academic activities recommended by the Review.

The Project Manager will also work with Units within the Registrar’s Office and Schools to achieve improved communication and clarity of roles and responsibilities in delivering student-focused service delivery, and to assist to build the relationship to allow future discussion and negotiation in regard to possible transfer of transactional student administration functions from Schools to Student Central.

2. Background:
The 2010 School Administration Review Phase 2 was undertaken to map current administration practices in Schools, including the types and levels of administration support provided to academics and students in Schools, Colleges and Divisions. The ultimate objective of the Review was to recommend the most appropriate model/s for seamless service delivery for students, in order to improve the student experience, and to academic staff.

The 2010 Review recommends that the first point of contact for students be confirmed as Student Central for student administration-related matters and as Schools for School-related matters, with a School Counter being established for this purpose. The Review further recommends that clarification of roles and responsibilities be established to remove confusion for students and to allow a clear communication link between Units and Schools, Colleges, Research Centres and Groups.

The 2010 Review also recommends a minimum level (baseline) of administration support to academic activities across Colleges, Schools, Research Centres and Groups.

3. Objectives:
To create a superior and engaged learning experience by clarifying roles and responsibilities in relation to both student administration-related and School-related student enquiries ensuring referrals, if required, are appropriate and correct.

To build organisational and financial strength the implementation of the Review will work towards the most effective and efficient administration processes being rolled out across all Colleges, Schools, Research Centres and Groups.

4. Key Stakeholders and Other Players:
- Schools, Colleges, Research Centres and Groups
- Student Central
- Units within the Registrar’s Office
- Units within the portfolio of the PVC Learning and Teaching
- Students
- Human Resources
- Finance
### 5. Organisational Requirements
- A dedicated project manager
- Small budget for inter-campus travel and meeting support.

### 6. Approach

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<th>Action</th>
<th>Timing</th>
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| A Reference Group will be established with the responsibility to:  
- oversee the progress of the Project;  
- provide advice to the Project Manager on issues that may arise;  
- provide communication back to relevant groups; and  
- seek input from stakeholders, as may be required from time-to-time.  

The Reference Group will comprise, as far as practicable, the membership of the Reference Group to the 2010 School Administration Review Phase 2, with inclusion of a representative from Human Resources and a representative from Finance.  

The Reference Group will be Chaired by an Executive Dean, or their nominee. | To be established by end of February 2011  
To meet each six-eight weeks, once membership confirmed. |
| The Project Manager will work with the Reference Group to develop a communications strategy. | To be developed by end of March 2011 |
| The Project Manager will work closely with Units within the Registrar’s Office (RO) to map processes that are across both RO and Schools and will get sign-off agreement on roles and responsibilities for each process. | To commence in February 2011 and be completed by August 2011 |
| The Project Manager will work closely with School Managers to map current processes, and will work with Colleges, Schools, Research Centres and Groups to ensure the most effective and efficient processes are in place. This will also include sharing and rolling-out lead practices, where practicable. | To commence in March 2011 and be completed by September 2011 |
| The Project Manager will work with each Head of School and School Manager to ensure the School’s staffing profile is configured to deliver the recommendations of the 2010 Review, including:  
- an audit of HEW levels against tasks performed, including a summary of current administration structures within Schools;  
- ensuring that the baseline (minimum) level of administration support to academic activities, as outlined in the recommendations and summarised in attachment A, is achieved;  
- ensuring the school counter is established as a first point of contact for students on School-related matters; | To commence in March 2011 and be completed by mid-December 2011. |
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<tr>
<th>Action</th>
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<tr>
<td>Establishing School-based email and phone contact for each School for student enquiries on School-related matters and as a point of contact for Divisional units.</td>
<td>The Project Manager will work with appropriate staff from the RO and the Reference Group to develop the terms of reference for the review of timetabling processes. Terms of Reference to be endorsed by Reference Group at its May 2011 meeting. Review to commence in May 2011 and be completed by September 2011.</td>
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<td>The Project Manager will be responsible to undertake the review of Timetabling processes, in line with the agreed terms of reference.</td>
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<td>The Project Manager will work with the PVC L&amp;T to develop recommendations in relation to a model of support to first-year students, ensuring this includes a first-year student contact officer within the administration team of each School. To be completed by June 2011. Completed December 2010.</td>
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<td>The Project Manager will undertake an audit of current academic and administrative support to first-year units and programs.</td>
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| | The Project Manager to work with the Teaching Development Unit’s eLearning Team and Heads of School/School Managers to:  
  - audit the current support to web/eLearning, including HEW levels and appointment type;  
  - develop a generic PD for a web/eLearning support officer in conjunction with Heads of School/School Manager and eLearning Team. February/March 2011 March-May 2011 |
| | The Project Manager to work with the Organisational Development Unit and SCRUM members to:  
  - set the SCRUM meeting schedule for 2011;  
  - use SCRUM as a platform to explore and expand lead practices; and  
  - strengthen the membership and discussions of the SCRUM to realise their potential to influence and effect change. Completed December 2010 Ongoing |
| | The Project Manager to meet with the RO and School Managers to:  
  - confirm the SSAF meeting schedule for 2011;  
  - enhance the SSAF as the vehicle for robust discussion and exchange between Divisional Units and the Schools. Completed January 2011 Ongoing |
| | The Project Manager to look at the logistics for collection and distribution of completed exams, including risk assessment and cost effectiveness. This will include benchmarking against similar institutions. June-December 2011 |
The Project Manager, in conjunction with the PVCs Quality and Learning and Teaching, look at a cost effective approach to the distribution process of SFUs. This will include benchmarking against similar institutions.

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<th>May – November 2011</th>
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7. **Timeframe & Milestones**

Timeframes as outlined above.

**Milestones:**
- Quarterly reporting on implementation of the recommendations to the University’s Executive.
- Completion of process mapping across Units within the Registrar’s Office and Schools, including sign-off on roles and responsibilities.
- Completion of process mapping and identifying and rolling out the most effective and efficient practices across Colleges, Schools, Research Centres and Groups.
- Completion of Timetabling Review.
- Completion of the project and final report by end December 2011.

8. **Inclusions & Deliverables**

- To enhance communication channels between Units within the RO and Schools to facilitate further opportunities for knowledge transfer and information sharing.
- Re-affirm and strengthen the Student Support and Administration Forum (SSAF) as the key communication link for information and knowledge sharing between Divisions, Schools, Colleges, Research Centres and Groups.
- Blueprint (process map) student administration related functions that cross over Schools and Units within the RO, including clarification and agreement on roles and responsibilities.
- Develop a framework that can facilitate future transfer of transactional functions between Units from the RO and Schools.
- Strengthen the School, College, Research and University Managers (SCRUM) Forum as the information and knowledge sharing avenue between Colleges, Schools, Research Centres and Groups.
- Blueprint (process map) administration functions delivered by Schools to ensure the most effective and efficient processes are in place across the University.
- Work with each School to implement the recommendations of the review, including establishment of a reception counter and ensuring that the minimum level of administration support to academic activities is achieved.
- Undertake a review of timetabling processes across UWS, excluding systems.

9. **Exclusions**

- Relationships with Divisional Units outside the RO will not form part of this project implementation.
- While this project will review the University’s timetabling process, the University’s timetabling systems will not be reviewed within this project.
- RO processes that do not have a cross over with Schools will be excluded from being blueprinted (processing mapped) in this project.
10. Critical Success Factors
- Comprehensive blueprinting (process mapping) of administration functions across RO and Schools and agreement on related roles and responsibilities.
- Capacity of current staffing profiles to meet the recommendations of the Review.

11. Assumptions
Minimal, if any, staff growth will be required to achieve the recommendations of the Review.

12. Constraints
Current School staffing profiles and budgets.

13. Related Projects
First Year Experience Project – Office of the PVC Learning and Teaching.

14. Risks
- Stakeholders not engaging sufficiently with SSAF.
- Stakeholders not engaging sufficiently with SCRUM forums.
- A School not being able to achieve the minimum level of support to academic activities across campuses due to insufficient human and financial resources.

15. Sign Offs

| Project Manager | / / |
| Project Sponsor | / / |

Document Control

<table>
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<tr>
<th>Version #</th>
<th>Change Description</th>
<th>Date</th>
<th>Author</th>
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<tbody>
<tr>
<td>V1</td>
<td>First draft</td>
<td>28.1.2011</td>
<td>Jenny Purcell</td>
</tr>
<tr>
<td>V2</td>
<td>Final version endorsed by Reference Group on 17 March 2011 includes human and financial resources in risks and constraints and includes collation of administration structures in Schools</td>
<td>25.3.2011</td>
<td>Jenny Purcell</td>
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</table>
School Administration Review 2010

Summary of baseline (minimum) of administration support to be provided to academic activities)

Administration staff will provide support to:
- HDR students
- Honours students
- Student placements
- Assignment handling

Administration staff in Schools will be the point of contact for the Units within the Registrar’s Office in relation to:
- Applications to graduate
- Change of grades
- Completion letters
- Outstanding grades
- Results processing
- Review of grades
- Rule waivers
- Special considerations
- Student academic misconduct
- Unit offering options

*This recommendation does not impact delegations; it purely assists in facilitating the process.*

Administration staff in Schools, Research Centres and Groups will continue to provide support by:
- Acting as the contact for coordination of events and marketing activities, such as Open Day, Graduations, UWS Day, Decision Day, Information evenings, Orientation, etc.
- Arranging various accesses to buildings, equipment and systems for new staff.
- Ensuring general office equipment is maintained.
- Establishing TRIM files and managing records disposal.
- Logging maintenance requests.
- Ordering leased and purchased computer equipment.
- Maintaining asset databases.
- Ordering stationery.
- Running Callista and Discoverer reports for academic colleagues.
- Supporting meetings including booking meetings, booking catering, preparing agendas, taking minutes and following-up on actions.
- Supporting recruitment processes, including managing the eRecruit system and casual staff eligibility lists.

Finance functions, including corporate card acquittals, processing invoices, monitoring expenditure against budgets and developing budgets will continue to be undertaken by administration staff in Schools, Research Centres and Groups, including monitoring expenditure against budget on individual research projects.
Travel bookings on eRes and eTan will be the responsibility of administration staff in Schools, Research Centres and Groups. Travellers must be available to provide advice at the time the booking is made by administration staff.

Administration staff will provide assistance sorting assignments alphabetically and marking off submission for large units, where required.

Assignment disposal in accordance with UWS policy will be undertaken by administration staff.

Tutorial registration remains an administration function and moving students between classes is to be an administration responsibility in those Schools that don’t already offer this support.

Data entry of timetabling requirements is to be carried out by administration staff.

The distribution of SFUs is to be undertaken by administration staff (casual or permanent).

Administration staff will be responsible to prepare CEAs and monitor online timesheets.

Developing unit outlines and learning guides remain an academic responsibility in terms of academic content and quality assurance. However, as far as practicable, School administration staff assist by providing base data for new unit outlines and for repeating units. Unit outlines and learning guides will be updated with new calendar information by administration staff.

Uploading unit outlines and learning guides to UWS repositories is an administration responsibility.

Administration staff in Schools will be the contact for all examination matters, and will be responsible to:
   a) Edit and format exam manuscripts in relation to overall presentation. Academics maintain responsibility for academic content of exam manuscripts and quality assurance.
   b) Coordinate and arrange the collection of examination papers on behalf of academic staff.

An individual researcher will receive administration support with budgets, casual employment authorities and travel to the extent support to these activities is outlined above, irrespective of whether they are located in a School, College, Research Centre or Group.

Academic Career Development Planning and Review and Workload documents remain the responsibility of academic staff. However, administration staff should assist with collation and formatting of these documents to ensure consistency and be responsible for record-keeping in line with the current Academic Staff Agreement 2009-2012 and relevant policies.

Administration staff will be the contact point for sessional staff, providing support with IT, building and other accesses required to undertake their role, as well as a first point of contact for HR-related matters.