



UNIVERSITY OF
TECHNOLOGY SYDNEY

Learning to Fish – Good Tips for Positive Change

12 August 2016

Helen Hume
Faculty General Manager, Science

UTS CRICOS PROVIDER CODE: 00099F

UTS:SCIENCE

science.uts.edu.au

CREATING POSITIVE BUSINESS CHANGE



- Context of UTS Faculty of Science
- What we did
- What we achieved
- What we learnt

CONTEXT OF FACULTY OF SCIENCE



Faculty of Science – 2013 view

- Ambitious strategy to Grow Student and Academic Staff Numbers
- Academic Structure with 5 disparate-sized single discipline Schools
- Culture of Academic Predominance
- Change Resistance was high – many staff had been in post for many years
- Undocumented local ad hoc processes prevalent
- Inherent problems with the Structure
- New Building was planned

WHAT DID I WANT TO CREATE



Professional Services that enable academic excellence

- Small professional teams nearer the coalface – shared across disciplines
- Collegiality between professional services and academic colleagues
- Greater belief in administrative competence
- Economies of scale that could support specialists but still be accessible to academics
- Culture of continuous improvement

CREATING A CHANGE CULTURE



Introduction of Business Process Improvement Project

11 Process Areas Identified, ranging across T&L Services, Finance Support and Research Support, e.g.

- Procurement
- Handling Student Reimbursements and Expenses
- Research Risk Management Processes
- New staff On-boarding
- Managing Non-Standard Exams
- Managing Casual Staff Appointments

2013 FINDINGS

Identified Significant Opportunities for Improvements

- Short Term – Quick Wins, particularly around:
 - Recommendations to Central Corporate Services regarding corporate systems and processes;
 - Developing Sharepoint functionality
 - Improving Information Management activities
- Medium Term –
 - Review Administrative Staff PDs
 - Create functional teams
- Long Term –
 - Involvement in large-scale University-wide projects, e.g. new travel system, Academic Workload Allocation, Staff Portal

WHAT REALLY HAPPENED NEXT?

Strengthening Science Project

- Whole of Faculty Restructure – academic and administrative
- Academics convinced by prospect of improved administrative functionality
- Widely-held consultations with staff at all levels heavily engaged
- Faculty formed into two large multi-disciplinary academic Schools
- Functional teams with School-based specialist operational staff, covering areas such as research and T&L professional services
- Readiness for ongoing change

PROFESSIONAL SERVICES STRUCTURE



Today our professional services includes:

School-based admin teams of 4-5 people supporting research, T&L, Finance and HR transactions

More efficient structure

2013 Academic FTE	2013 Admin FTE	2013 Ratio	2015 Academic FTE	2015 Admin FTE	2015 Ratio
170.7	31.6	0.19	240.8	40.1	0.17

ONGOING BUSINESS IMPROVEMENT



Academic Excellence in Science Project

Academic and Professional Services Partnership – HR,
Finance and Faculty staff

Projects

- Academic Discipline Profiles
- Academic Workload Allocation
- Academic Workplanning
- Workforce Profiling

ONGOING BUSINESS IMPROVEMENT



Professional Services-Led Projects

- Managing Large Classes
- Improved Capital items prioritisation and purchasing (\$3m spent p.a.)
- Research Risk Management Plans and On-Boarding (further work commencing August 2016)
- Governance Improvement Project
- Health and Safety Projects around PPE, Procurement and Subject Risk Assessments

LESSONS LEARNED



- Project Governance – at least control where the decisions will be taken even if you can't control the decisions
- Manage upwards to key stakeholders in University management
- Don't over-promise
- Plan to take time for colleagues to become engaged
- Time spent in consultations leads to greater engagement and better implementation

FINAL LESSON

