Welcome!

Agenda:
- Introductions - Please put your name and department in Chat
- A Little Housekeeping
- Overarching Objectives
- General FAQs
- Discussion
  - Implementation
  - Structure
- Final Questions/Comments

Website: cassharedservices.uoregon.edu
A Little Housekeeping

• What is the purpose of these meetings?

  Engagement in this process is critical and stakeholder input is a big part of the process.

• Just a reminder -

  We want to hear as many thoughts and questions as we can today and if we don’t get to everyone, please use the comment box on the website.
Overarching Objectives

Physical Components: Function/Job roles and responsibilities

- Continued support of unit specific work
- Continued support of student success
- Reducing risk through consistent application of processes
- Streamlining of staff training and professional development
- Improving processes and developing best practices for consistency
- Creating capacity for more strategic work in the units

Emotional Components: People (work well-being/morale)
- Security
- Job satisfaction
General FAQs

1. How long does a process like this take?
   - Building out shared-services is a continuous process. It does not immediately happen and needs to be done in phases.

2. Will my position change immediately?
   - No and some roles may not change at all.

3. Have roles already been defined?
   - During the implementation phase, position titles/descriptions/professional competencies are to be developed.
   - Staff will have opportunities to express interest in roles.

4. How will the size of proposed structure be determined?
   - During the implementation stage, number of staffing in any one area to be determined through careful analysis and input.
More FAQs

1. **What are the next steps?**
   - Creation of report for submission to the Dean by March 19 (informed by feedback throughout this process)
   - Dean approval.
   - The building of the implementation team.
   - The hiring of the Director of Shared Services so that they are involved from the ground up. This will be accomplished via an open search, not a direct appointment.

2. **Will there be more opportunities to be engaged?**
   - YES
     - There will be opportunities to be a part of the implementation team(s) through volunteering or nominations.
     - Teams will be a mix of faculty and staff
More FAQs

What is the purpose of this project?
- Provide efficiency to the University through reducing risk and lessening operational burden on the units
  - This project is not about replacing people - it is about replacing processes.
- Create space to support mission critical work at the unit levels
- Provide professional growth opportunities
  - Losing talent is the greatest risk we face and that often happens because of the lack of opportunities for employees

Will jobs be cut?
- No. In fact, based on the vacancy rate in CAS and what we have learned from best practices in terms of assessing FTE requirements, we are confident that there are more positions in this proposal than there are employees in CAS to fill them.
Goals:

- Create a structure to ensure consistent application of business processes/practices are in place and reduce standard operational work in units, to allow for more mission critical work at the department/unit level.
- Create a structure that recognizes the unique differences between administrative and academic work/units.
- Maintain a level of connection to departments/programs providing more unit specific support.
- Create a structure that allows professional growth and training opportunities for staff.
Structure

- Combined recommendation based on the unique nature of academic units and feedback received
- Common higher education structure for a shared-service center
- Two parts
  - Academic/Administrative Unit (ASU)
    - Focus on unit specific mission critical work
  - Shared Service Center (SSC)
    - Focus on common operational work that can be managed at a shared-services level
The Department/Unit, the ASU and the SSC must work in partnership

The ASU supports unit specific work that cannot be supported at the shared service level

ASUs will be organized by division and there may be more than one per division

The ASU is led by a manager with a team of support staff

The manager, or lead, is the main client for shared services and reports to the Administrative Services Director

Decision-making authority remains with the department/unit

Number and roles of FTE to be determined through careful analysis
Example of an ASU

Depending on size and complexity an ASU could be designed in several ways. Two examples would be:
ASU Leads would report to Administrative Services Director(s) and be lead clients.

- **Executive Management**
  - **Administrative Services Director(s)**
  - **Director Shared Service Center**
    - **Fiscal Operations Associate Director**
      - Manager (focus areas/FTE TBD)
        - Staff (FTE TBD)
      - Manager (focus areas/FTE TBD)
        - Staff (FTE TBD)
    - **Human Resources Associate Director**
      - Manager (focus areas/FTE TBD)
        - Staff (FTE TBD)
Implementation

- Best practice is to build an implementation team that is led by a steering committee

- Key components
  - Project management and support
  - Process Team
  - Change Management Team
  - Shared Service Center Team
  - Academic/Administrative Unit Team
  - HR/Position Team
Implementation Team

Steering Committee

Project Support
- Process Team
- Change Management Team

Project Manager
- Shared Service Center Team
- HR/Position Team
- ASU Team
Steering Committee Responsibilities

▶ Bears ultimate responsibility for the final design and implementation of the Shared Service Center (SSC) and the Administrative/Academic Service Units (ASU).

▶ The Steering Committee is more than a rubber stamp.
  ▪ Active leadership
  ▪ Representation will be broad
  ▪ Sends a message of commitment to the success of the SSC and ASUs
Steering Committee Responsibilities

Specific responsibilities include but are not limited to:

- Providing overall project direction and guidelines by ensuring alignment with objectives and strategy.
- Act as a focal point for issues concerning the project and areas of responsibility and influence and ensure that these are dealt with effectively by the project team.
- Support and lead the project actively and visibly within the college.
- Integrate best practices for diversity, equity, and inclusion into the Shared Service structure and policies.
- Providing a system for the resolution of issues.
- Managing critical relationships with stakeholders
- Making scope, timescale and resource decisions to support the effective implementation of the ASUs and SSC.