Introduction

The College of Arts and Science is seeking nominations (including self-nominations) to serve in several roles that are part of the implementation of shared-services within the college. These include the Steering Committee as well as the subcommittees: Process Team, Change Management Team, Shared Service Center Team, Academic Service Unit Team, and HR/Management Team. Each subcommittee will consist of one team lead and four team members.

Details/purpose for each and anticipated starting and ending dates for each committee, are provided on the next pages. Compensation details are being worked out in accordance with HR policies/practices and the pay action freeze process. Final details will be available when selections are made and commitments finalized.

While these teams will be comprised of mostly CAS staff, other units across campus will be consulted with and may serve limited roles on different committees as appropriate. These could include, but are not limited to, central Human Resources, other shared services operations such as FASS, CBSO, and the Division of Equity and Inclusion.

Roles needed to be filled:

1. **Steering Committee** – one position and this is open to OA unit/department managers only.

2. **Team Lead** – one for each team and this is open to OA unit/department managers only.
   a. **Lead Responsibilities**: The lead needs to be committed to the successful implementation of this initiative and will be responsible for ensuring that the work of the committee is being completed in a timely manner. The lead will work closely with their assigned Steering Committee member, keeping them updated on progress and the needs of the committee. The lead will be in charge of scheduling meetings and presenting updates to the Steering Committee as required.

3. **Team members** – four for each team and open to all.
   a. **Member Responsibilities**: Selected members will need to be committed to the successful implementation of this initiative and to work collaboratively with the team to ensure that work in being done in a timely manner. Members are expected to be active participants, attending meetings as required, and completing tasks assigned by the lead. Members will also be expected to keep the lead informed of any concerns that arise over workload.

Please indicate your interest in every role you would like to be involved with and at what level. Individuals will be selected for one position only and final selection will be made by the Dean, and current appointed members of the Steering Committee.
**Steering Committee (For OA Unit/Department Managers Only)**

Time Commitment: June 16, 2021 – estimated August 30, 2022

The steering committee bears ultimate responsibility for the implementation of the Shared Service Center and the Academic Service Units. Specific responsibilities include but are not limited to: providing overall project direction and guidelines by ensuring alignment with objectives and strategy; serving 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; supporting and leading the project actively and visibly within the college; providing a system for the resolution of issues; managing critical relationships with stakeholders, making scope, timescale and resource decisions to support the effective implementation; and, defining processes and structures that will actively promote a positive work culture that uphold university commitments to diversity, equity, and inclusion. Each member of the Steering Committee will oversee one/two subcommittees in partnership with the lead.

**Process Team**

Time Commitment: June 16, 2021 - estimated June 30, 2022

Process design will drive many of the other components of the implementation for both SSC and ASU. For example, it will determine how many people will be in the SSC and the ASU, how they will work. Primary considerations for this group will include the extent of re-engineering to be carried out as part of the implementation and the degree of standardization of common tasks that will take place. Significant design and detailed work will need to be completed, particularly in areas where activity flows back and forth between SSC and ASUs, and the departments/units. This design work should be completed at the activity level and indicate who will be responsible for the activity, the SSC or the ASU. This work will be translated into clear roles and responsibilities for staff members.

**Change Management Team**

Time Commitment: June 16, 2021 – June 30, 2022

The Change Management Team will ensure that all stakeholders are engaged in this initiative whether through transparent and updated communications, opportunities to provide feedback, and the buildout of a solid engagement and communication plan. The Change Management Team needs to analyze and understand any resistance to change and to plan for the management of that. The team will also need to work closely to ensure that full consideration is given to existing culture and climate in departments/units and to incorporate best practices around equity and inclusion as this initiative moves forward.
**Shared Service Center Team**

Time Commitment: August 1, 2021 - estimated August 30, 2022

The SSC Team will work closely with both the Process Team and the Academic Service Unit Team to review, test and ultimately implement the processes developed. This will also include the design of performance measures for the SSC, service level agreements with the ASUs, and to ensure that the role of the relationship between the SSC and ASU is clear. This group will create policy/procedure documents, user guides, training materials and detailed job descriptions for the SSC to recommend to the Steering Committee for final approval. This group, or some members, may also serve on the search committee for the selection of the SSC Director. All position descriptions and expectations will be submitted to the HR/Process Team for further refinement and review at a later date. All personnel actions will need final approval by central Human Resources.

**Academic Service Unit Team**

Time Commitment: June 16, 2021 - estimated August 30, 2022

The ASU Team will work closely with both the Process Team and the Shared Service Center Team to review, test and ultimately implement the processes developed. This will also include the design of performance measures for the ASU, review of proposed service level agreements with the SSC, and to ensure that the role of the relationship between the SSC and ASU is clear. This group will create policy/procedure documents, user guides, training materials and detailed job descriptions for the ASUs to recommend to the Steering Committee for final approval. All position descriptions and expectations will be submitted to the HR/Process Team for further refinement and review at a later date. All personnel actions will need final approval by central Human Resources.

**HR/Management Team**

Time Commitment: Mid-fall term through estimated August 30, 2022

The HR/Management Team will be taking approved recommendations from the Process Team, the SSC Team and the ASU Team in terms of number of positions, structure, position descriptions, and working closely with central Human Resources, SEIU representatives, and others to build out the implementation plan for filling and/or shifting roles. Responsibilities of this group include, but are not limited to, ensuring that all protocols for job changes, descriptions and organization structure changes meet the requirements of the University, and in no way conflict with appropriate collective bargaining agreement(s) or employee rights.