

Standardisation and Enterprise Systems

Sent from: Office of the Vice-Chancellor

Dear Colleagues,

I am writing to you in my capacity as Chair of the Enhancing Systems and Services (ESS) Steering Committee.

You will be aware that one of the core foundations of the ESS program is to move from our current state to one of greater consistency and standardisation of business processes across UQ. By streamlining and standardising priority [processes across UQ](#), work can be simpler and easier, staff frustration with red tape can be reduced, and best practice can be shared and leveraged. Standardisation is a necessity for the design and deployment of automated workflows and enterprise system solutions, and also enables improved responsiveness in the delivery of end-to-end services and greater opportunity for the deployment of professional staff across UQ.

If we are serious about service improvement, we must be serious about a one UQ approach to our operational processes. The business case for mandating standardised processes is clear. Given our current highly variable processes across UQ, moving to standardised processes requires change in the way we work, in mindset and in behaviour. Managing this change and resistance to it, is our most significant organisational challenge in our efforts to improve all services and requires strong and aligned advocacy for and leadership of the change.

A current example of this challenge is the development of a UQ enterprise-wide system solution for the Casual Academic Staff Appointment and Payment process. The development of this solution has now been given high priority following recent consultation on the Finance and HR Service Descriptions. Given the high volume of casual academic appointments, most notably with respect to tutors, it is a process which when simplified and automated releases significant staff effort, essential to supporting UQ's broader academic purpose.

Under the academic sponsorship of the Executive Dean of HASS, Professor Tim Dunne, the project will address the end-to-end casual academic process of appointment and payment. An integrated HR/Finance/ESS/ITS project team is being formed and will engage with stakeholder representatives from across UQ to understand user requirements to inform future process design. Initial high level feedback was sought at a recent HR & Finance leaders forum, in advance of more extensive engagement by the project team. The target is to have a new system in place for the commencement of 2018, though the ability to meet this will be dependent upon the level of development complexity, which will be better understood following the discovery phase of the project.

The ESS Steering Committee recognises that a number of Schools have developed or have adopted local systems to administer aspects of casual academic hiring and payment; others are considering applying one of these systems to suit their needs. It is acknowledged that these systems have been developed due to the absence of an enterprise wide solution to this work. We need one system solution for Casual Academic Staff Appointment and Payment across all UQ organisational units. Once a preferred UQ solution has been developed, piloted and approved, all organisational units at UQ will be required to relinquish their local systems and processes and transition to the new enterprise system.

We recognise that in the interim organisational units will need to manage the process of casual academic staff appointment and payment. We further recognise that some organisational units may, pending implementation of the enterprise solution, choose to adopt locally developed systems. Leaders of individual organisational units will need to assess and determine whether it is appropriate to adopt and apply one of the locally developed systems given that all units will be required to adopt the UQ enterprise solution when finalised.

It is important to note, that the Casual Academic Staff Appointment and Payment project will run in parallel with, and separate to, an ITS-led project on meeting School administrative requirements that in some Schools are currently supported by a "School Management System". The intention is that the solution to be developed for Casual Academic Appointment and Payment would be integrated so that it presents seamlessly from a user perspective with any broader solutions provided to address other School administrative requirements. We anticipate scoping this integrated solution during the course of this year, but given the scale and complexity of a broader integrated solution, it is too early at this stage to provide an indicative timeline for delivery.

We look forward to sharing progress with you in due course on both of these projects.

Regards

Peter

Professor Peter Høj

Chair, ESS Steering Committee

Vice-Chancellor and President

The University of Queensland

Brisbane Qld 4072

T: +61 7 33651300 | F: +61 7 33651266

E: vc@uq.edu.au | www.uq.edu.au