Review of Administrative Arrangements within the University Accommodation Division 2010

IMPLEMENTING A NEW PARADIGM

REPORT (STAGE 2)
**Review of the Administration Arrangements within University Accommodation Division – Stage 2 (September 2010)**

**IMPLEMENTING A NEW PARADIGM**

Summary of Recommendations and Actions

<table>
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<tr>
<th>Recommendation (Stage 1)</th>
<th>Summary Implementation Actions (Stage 2)</th>
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| 1. Establish an executive level committee to oversee strategic planning for residential communities (Section 5) | • Additions to the membership outlined in the previous report to include; Head, Residential Communities (new post), Registrar, ANUSA, PARSA, Resident Representatives (x2), Master, Graduate House and General Manager, Uni Lodge;  
  • The committee should produce an agenda, minutes and supporting documentation which are accessible to all staff and students. The secretarial support will be provided by the Residential Communities Unit. The terms of reference are at Attachment B;  
  • The Residential Communities Unit and each Hall should present an operational plan (in line with the strategic direction), maintenance program and an annual report for submission to the committee; and  
  • Establish appropriate structures within the Residential Communities Unit and Halls to ensure appropriate consultation with student resident/representatives takes place. |
| 2. Disestablish the existing University Accommodation Division and replace it with the Residential Communities Unit (Section 6) | • The Residential Communities Unit should consist of each Hall of Residence and a Services Unit to provide specialist finance, human resources, admissions, procedural and policy advice and services;  
  • Transfer the Residential Communities Unit into the Registrar and Student Services Division;  
  • Introduce a senior management position of Head, Residential Communities to accept overall responsibility for the unit. This post should be filled through a competitive merit based selection process with key stakeholder engagement via the selection committee process (Section 8);  
  • Establish a management committee for the Residential Communities Unit to advise the Head on operational and policy issues, and the implementation of the strategic plan. The membership will include the Head, Residential Communities (Chair), Heads of Halls and Manager, Services Unit; and  
  • Implement team building initiatives so that the change management objectives of cultural change and new operating processes are embedded and become ‘business as usual’. |

**Reporting Relationships (Section 7)**

- Amend the reporting lines from the 2009 review. The Heads of Halls and Manager, Services Unit will report to the Head, Residential Communities. This post will report to the Registrar with a dotted line reporting relationship to the PVC (Students);
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|   | - Reconfirm that all central administrative staff (previously UA Business Services) for the Residential Communities Unit will report to a Manager, Services Unit (previously UA EO);  
|   | - Amend reporting lines for Hall Administration Managers based on the ‘Reports to: Responsive to’ model. Administration Managers will report to the Manager, Services Unit within the Residential Communities Unit and be responsive to the Heads of Hall; and  
|   | - Amend reporting lines for Maintenance Officers based on the ‘Reports to: Responsive to’ model. Maintenance Officers will remain located in their Hall but will report to a Facilities Manager with a direct line into Facilities and Services. |
| 3. |   |
| Transfer University Accommodation Services into Facilities and Services (Section 9) |   |
|   | - Investigate the feasibility of transferring UAS to Facilities and Services, particularly concentrating on financial implications for the Residential Communities Unit. As an interim arrangement, UAS should be transferred to the Residential Communities Unit. |
| 4. |   |
| Transfer the UA Business Services into Facilities and Services, re-establishing it as the Joint Business Services Group to support both Residential Communities and Facilities and Services (Section 9) |   |
|   | - Transfer UA Business Services to the Residential Communities Unit relabelling it as a Services area. This group will be led by a Manager (previously UA EO) and provide specialist services in finance, human resources, admissions, policy and procedures. |
| 5. |   |
| Investigate the viability of transferring the UA/Halls Residential Admissions function into the Registrar’s Division, allowing for better integration between University offers and offers of accommodation (Section 10) |   |
|   | - No structural changes required as yet. Establish a regular meeting/working party of key stakeholders to investigate and improve the accommodation application/admissions process prior to Open Day each year. It is highly recommended that this includes technological solutions (upgrading of business systems), mapping the business process and greater teamwork to relieve workload pressures. |
| Skills – Confidence and Capabilities |   |
|   | - Conduct skills audits of existing staff and investigate the staff profile and skill mix to ensure appropriate resources are dedicated to areas where there is variability in confidence and capability; and  
|   | - Organise a comprehensive training and professional development program for administrators in collaboration with the Human Resource Division. The objective being to provide an opportunity for staff to update and/or acquire new skills and knowledge according to their needs. |
| 6. |   |
| Establish service agreements between the Residential Communities Unit and Facilities and Services/Joint Business Services Group, detailing the respective responsibilities and the levels of service to be provided (Section 12) |   |
|   | - Establish a Service Charter based on a partnership model for administrative services once the Residential Communities Unit is established. This should be a collaborative process where stakeholders are included in its development. |
7. **Transfer transactional functions to F&BS Shared Services Office (Section 12)**
   - Incrementally transfer transactional processing (A/P) to F&BS Shared Services after Residential Communities Unit is established.

8. **Administration Managers to be part of the F&S/Joint Business Services Group, but located in Halls providing services as defined within the services agreement. The role of Administration Manager to be redesigned with a focus on front office activities (Section 13)**
   - For implementation actions see sections 7, 11 and 14.

9. **Establish a Hall Zone Maintenance Team made up of the existing maintenance staff. The team to be managed by the UA Facilities Manager and report to Facilities and Services (Section 13)**
   - Advertise the existing role of Facilities Manager. This person will report to Facilities and Services;
   - The Facilities Manager will be responsible for identifying best practice, standardising recording, reporting and processes for maintenance and the use of systems in collaboration with the Maintenance Officers and key stakeholders;
   - Maintenance Officers will report to the Facilities Manager, continue to be located in Halls and be responsive to the Administration Manager and Heads of Hall; and
   - This arrangement is transitionary for a period of 12-18 months prior to closer integration with Facilities and Services.

**Other Emerging Issues**

- A holistic and independent review of the roles and responsibilities of all Hall Staff should be conducted as a matter of priority (Phase 3) (Responsible Officer: Head, Residential Communities and Human Resources Division);
- Consider housekeeping and catering arrangements which were not addressed in Stage 1 or Stage 2 of the Review (Responsible Officer: Head, Residential Communities);
- Examine the budget model and process to ensure it supports the strategy of the new Residential Communities Unit (Responsible Officer: Manager, Services Unit);
- Investigate and implement improvements in training provided to Hall Sub-Deans and Student Residents, particularly in the area of pastoral care (Responsible Officer: Head, Residential Communities and PVC- Students);
- Consider the impact of transferring a Services Unit with Residential Communities and its relationship with the Division of Registrar and Student Services business management team (Responsible Officer: Manager, Services Unit and Registrar); and
- Establish a program for staff to support the implementation of the review (see section 6) (Responsible Officer: Manager, Services Unit and Human Resources Division).
1. Introduction

The Office of the Vice Chancellor established a review of administrative arrangements within the University Accommodation Division in 2010 to address issues identified in the 2009 Review of the Role of Halls, Residential Colleges and Lodges in the Academic Life of the University. The terms of reference established for this review were:

- Assess current administrative arrangements and business models in the University residences and University Accommodation in line with the University’s strategic goals, including the provision of an excellent residential experience;
- Assess current administrative and financial processes including relevant delegations against the needs represented in the new residential management model and identify any gaps that need addressing;
- Following 1 and 2 above, consider opportunities for modification of business and administrative activities for the sake of efficiency, effectiveness and/or career development for staff; and
- Report the findings and recommended structures and actions to be implemented to give effect to the findings.

The first review report (Review of Administration Arrangements within the University Accommodation Division, Meehan, 2010) was released in June and offered nine recommendations to address the above terms of reference. The intention of this report (Stage 2) is to offer a series of implementation actions against the original recommendations which will result in a new paradigm for university accommodation administration. It is envisaged that this new paradigm will be characterised by principles of:

- Administrative excellence;
- Transparency;
- Accountability;
- Participation; and
- A respect for all contributions towards the University’s mission.

Implementing this report will achieve two goals; providing students with an enhanced residential experience, and offering a productive, efficient and effective administrative structure for university accommodation.

The structure of this report is designed around a framework to align necessary organisational elements to create a new shared vision. These elements include strategy, structure, style (leadership), skills, services and staff. It also introduces issues that were outside the scope of the review. They will require attention post implementation of this report.

This is not the end of the change process. The proposed actions are part of an incremental plan to provide immediate direction and stability for staff and students. Further work will be required to ensure the actions are implemented, progressed, achieved and evaluated with overarching strategic guidance. All staff and students involved in this process have a responsibility to contribute positively to a different future.

2. Process

The consultative process (Stage 2) began on 3 August 2010 via an organised schedule of meetings with staff and students. The meeting schedule is at Attachment A:

- There were twenty five formal group meetings conducted during this period. Notes from the meetings were formalised and uploaded onto the web site for information; http://facilities.anu.edu.au/internal/?pid=581
- The process also included two Implementation Working Party (IWP) meetings and two Project Steering Group meetings; and
Six written submissions were received (Attachment A).

The purpose of the meetings was to capture comments from staff and students in response to the original recommendations report. It was also an opportunity to comment on the process, provide solutions to problems/issues and allow space for building consensus and conscious raising about broader University administrative issues.

3. Scope

Many questions and issues were raised during the consultation period that were not part of the immediate review. This report follows the terms of reference and recommendations highlighted in section one. The review did not cover independent colleges, Uni Lodge or the current governance arrangements for Graduate House, although staff from these areas offered valuable information and comments during the process.

Alternative models for University Accommodation were also not considered in detail but staff did offer their views and experiences on alternatives ranging from centralised to decentralised models both within Australia and overseas. It is important to implement a model that will work within the ANU context and its current strategic direction. This is not to say that conversations in the future cannot draw on best practice or models from other institutions in strategic planning discussions.

4. Objectives of the Change

The University has no interest in providing an experience that will result in staff and students being ‘worse off’ (such as reduction in services, downgrading of positions, job loss or diminishing work satisfaction), but the intention is to value add and provide options for enhancement at all levels within the organisation. Some of the benefits that will emerge on implementation of this report are:

For Students:

- An organisational structure that promotes efficient administration without impacting on valued community, identity, belonging and support services;
- Consistent and accessible policies and procedures across Halls relating to issues in common;
- Enhanced student involvement in organisational decision making;
- Enhanced transparency, accessibility to information and increased accountability;
- Streamlined accommodation application processes; and
- Greater accessibility to academic and student programs, services and training.

For Staff:

- A clear strategic direction for university accommodation;
- A stable and sustainable organisational structure;
- Clarity of reporting lines and roles and responsibilities within Halls and central administration;
- Enhanced cooperation, collaboration and information sharing between Halls and central administration;
- Efficiency gains in the standardisation of procedures and processes, elimination of duplication and unnecessary steps in processes;
- Strengthened focus on performance management; and
- Opportunities for career paths and professional development via shadowing, mentoring, rotation, training and greater exposure to the broader administrative environment.

For the University:

- Continued competitive advantage for the University and provision of a unique and excellent student experience;
- Enhanced focus on planning and alignment of resources with strategic priorities;
- High quality and consistent management information and reporting;
- Productive, efficient and effective administration; and
- Ability to attract and retain skilled employees.
5. **Strategy**

*Recommendation 1: Establishment of an executive level committee to oversee strategic planning for residential communities.*

There was broad and consistent support for this recommendation by all stakeholders. Staff and students see this committee as having a positive role in providing a clear strategic direction, accessible information and promoting transparency and accountability. It is essential that the role of the committee maintains a strategic planning focus, and does not get involved in the mediation of operational issues. There were serious concerns from some residents about the representation of students on this committee. Whilst it is desirable to have a Student President from each Hall, this was not considered feasible given the size of the committee as it will render it unworkable.

*Implementation Actions*

- Establish an executive level committee focused on strategic planning for residential communities to include the role and membership outlined in the previous report as well as the following additions; Head, Residential Communities (new post), Registrar, ANUSA, PARSA, Resident Representatives (x2), Master, Graduate House and General Manager, Uni Lodge;

- The committee should produce an agenda, minutes and supporting documentation which are accessible to all staff and students. The secretarial support will be provided by the Residential Communities Unit. The Terms of Reference are at Attachment B;

- To address the concerns of lack of transparency and accountability, the Residential Communities Unit and each Hall should produce an operational plan (in line with the strategic direction), maintenance program and an annual report for submission to the committee. This should include agreed key performance indicators and be available to the University more broadly if requested; and

- Establish appropriate structures within Halls to ensure appropriate consultation with student resident/representatives takes place. The Residential Communities Unit should consider running regular student forums.

6. **Structure**

*Recommendation 2: Disestablish the existing University Accommodation Division and replace it with a Residential Communities Unit.*

Throughout the consultation process, there was broad support to establish a Residential Communities Unit but there was also caution about the risk of creating a replica of the University Accommodation Division under a different name. Having said the above, there is a sense of loss felt by some staff members who remain committed to the University Accommodation identity, and see this as their primary community.

There are gaps in the existing and proposed structure to manage university accommodation. Attachment C demonstrates the model proposed in the last report (2010). One of the notable features of this option is that it recommends transferring roles and functions into various Service Divisions across the University resulting in unclear responsibilities and accountability. A strong and consistent message from the process was that all stakeholders want structural stability. This also includes a single senior leadership position who accepts responsibility for the performance of the entire operation.

The Residential Communities Unit will differ from UA in the following ways; it will be an integrated unit with a single Head overseeing both academic programs, pastoral care and administrative services, delegations will rest with the Head, the central administration will be redefined into a Services Unit and a new vision developed to support the strategic goals. The Head, Residential Communities will be responsible for driving strategic planning, development of sector wide policy and protocols, oversee general performance, ensure quality control and process equity.
The Residential Communities Unit will not include independent colleges, Uni Lodge or Graduate House, however these areas should be affiliated and involved in broader discussions regarding strategic planning and policy.

**Implementation Actions**

1. Disestablish the University Accommodation Division and create a Residential Communities Unit as at 1 January 2011. The Residential Communities Unit will consist of each Halls of Residence and will be supported by a Services Unit providing specialist finance, human resources, admission, procedural and policy advice and services. This structure is shown at Attachment D and E;

2. Transfer the Residential Communities Unit into the Registrar and Student Services Division. This offers potential synergies in services such as academic skills, careers, counselling and disability and health services as well as administration and systems, particularly admissions;

3. Introduce a senior management position of Head, Residential Communities to accept overall responsibility for the Unit. The post should be filled through a competitive merit based selection process with key stakeholder engagement via the selection committee process;

4. Establish a management committee for the Residential Communities Unit. The role of the committee will be to advise the Head on operational and policy issues, and the implementation of the strategic plan. The membership will include the Head, Residential Communities (Chair), Heads of Halls and Manager, Services Unit; and

5. Implement team building initiatives/discussion forums for the new Residential Communities Unit so that the change management objectives of cultural change and new operating processes are embedded and become ‘business as usual’.

7. **Reporting Relationships**

Reporting relationships is an issue where there have been divergent views depending on the orientation, preference and location of staff. It is clear from the process that Heads of Halls and student representatives have found value in changing the reporting lines for academic and pastoral care responsibilities from a Service Director to the Pro Vice Chancellor (Students) (Review, 2009). This has allowed elevation and visibility of Heads, Halls and student resident day to day issues directly into the Chancellery.

Unfortunately, there have been consequences for the structure and business more broadly. Whilst Heads report to the PVC (Students), the administration and support arrangements continue to report to the Director, F&S causing some confusion for staff, unavoidable tensions and unclear responsibilities. The PVC (Students) has no delegation profile, has other areas of responsibility and is spending considerable time on operational matters that are competing with other strategic priorities of the University. This is not efficient or sustainable in the long term. It is also inconsistent with the 2009 Executive Review which identified that OVC members needed to direct attention to strategic matters and not be diverted by operational issues, hence the recommendation to not have organisational units reporting through them.

**Implementation Actions**

- Amend the reporting lines from the 2009 review. The Heads of Halls and Manager, Services Unit will report to the Head, Residential Communities. This post will report to the Registrar with a dotted line reporting relationship to the PVC (Students);

- Reconfirm that all central administrative staff (previously UA Business Services) for the Residential Communities Unit will report to a Manager, Services Unit (previously UA EO). The Manager will be the primary administrative contact between the Halls and the University, consistent with other arrangements across campus;
• Amend reporting lines for Hall Administration Managers based on the ‘Reports to: Responsive to’ model. Administration Managers will report to the Manager, Services Unit within the Residential Communities Unit and be responsive to the Heads of Hall (See Section 13); and

• Amend reporting lines for Maintenance Officers based on the ‘Reports to: Responsive to’ model. Maintenance Officers will remain located in their Hall but will report to a Facilities Manager with a direct line into Facilities and Services (See Section 13).

8. **Style (Leadership)**

One of the most important elements that will determine the performance and success of the Residential Communities Unit is leadership. The Head, Residential Communities will require academic qualifications, and skills and proven experience in managing Halls of Residences and academic and pastoral care programs. They should also have sound planning, leadership and people management capabilities. This skill mix is critical to facilitate the integration of the Residential Communities Unit, and to avoid the conflict culture that has existed to date.

9. **The Role of Facilities and Services**

*Recommendation 3: Transfer University Accommodation Services area into Facilities and Services.*

During the process, there was some confusion between the role of the University Accommodation Service (UAS) and University Accommodation Division (UA). The recommendation to transfer UAS into Facilities and Services is feasible given the UAS business model, operational focus and potential opportunities for efficiency in managing some elements of accommodation functions of Kioloa Coastal Campus, NARU and Siding Springs.

Due to historical arrangements (2004), UA relies heavily on UAS to provide it with a reception and telephone services for enquiries and complaints, administrative support, accommodation and assistance during peak periods, particularly admissions. UAS core business is managing ANU commercial properties and the team has no direct affiliation with the Halls. However, UAS contribute up to 10% of their income to UA central administration costs in comparison to the highest Hall contribution of less than 4.83%. This highlights cross-subsidisation within the Division making it difficult to separate UAS without budget and operational implications for the new Residential Communities Unit.

*Implementation Actions*

• Investigate the feasibility of transferring UAS to Facilities and Services, particularly concentrating on financial implications for the new Unit. As an interim arrangement, UAS should be transferred to the Residential Communities Unit.

*Recommendation 4: Transfer the UA Business Services Unit into Facilities and Services, re-establishing it as a Joint Business Services Group to support both Residential Communities and F&S.*

If the primary aim of this review was to create large scale administrative efficiencies for the University, this recommendation is defensible. There are many examples across the University where a centralised administration provides support to a range of budget units with different business models, priorities, needs and customers. In fact, there is a strong argument for creating a Joint Administration Group for all Service Divisions (which would have included this unit) for maximum efficiencies. Having said the above, budget units also have access to local administrative support. This support does not duplicate central services.

There was minimal support for transferring UA business services into F&S. Reasons included a misalignment of strategic goals, Halls wanting to deal with a dedicated accommodation administration unit and concerns about exacerbating an already fractured structure and reporting relationship.

*Implementation Actions*

• Transfer the UA Business Service Unit to the Residential Communities Unit relabelling it as a Services Unit. This group will be led by a Manager (previously UA EO) and provide specialist services in finance, human resources, admissions, policy and procedures for the unit.
10. The Role of the Registrar and Student Services

Recommendation 5: Investigate the viability of transferring the UA/Halls Residential Admissions function into the Registrar’s Division, allowing for better integration between University offers and offers of accommodation.

Most staff and students accept that the most appropriate ‘administrative home’ for Residential Communities is the Registrar and Student Services Division. Whilst some time was spent concentrating on this recommendation, most stakeholders were conscious that another process was being coordinated by the PVC (Students) which aimed to achieve the same outcome without major structural reform.

This recommendation is not without justification given the corporate will to achieve a streamlined accommodation application/admissions process. However, the consultation process revealed that Hall Admissions Officers allocate 50%-70% of their time to admissions, and the other 50%-30% is a mixture of conference organisation, front desk support and general administration, some of which contributes to a % of the Hall’s revenue. It is important to note that whilst the workload for admissions is predictable, during peak periods central admissions within UA are under severe resourcing pressure.

The transfer of the Residential Communities Unit to the Registrar’s Division allows for increased cooperation and collaboration in future. Upgrading the business system StarCom to StarRez also has the potential to better partner with DRSS via the PeopleSoft interface.

Implementation Actions

• Establish a regular meeting/working party of key stakeholders to investigate and improve the accommodation application/admissions process prior to Open Day each year. It is highly recommended that this includes technological solutions (upgrading of business systems), mapping the business process and greater teamwork to relieve workload pressures.

11. Skills

The Residential Communities Unit will comprise of approximately 65.07 FTE staff (including UAS). It is difficult to comment on the skills and capabilities of staff members given the absence of skill audits, detailed interviews and access to Statement of Expectation documentation. This may be investigated in Stage 3 of the process (see section 14). The first report highlighted some of the issues, but it is important to note that staff are extremely committed and dedicated to their roles and responsibilities within their community. There is potential to embrace and utilize this strength for the benefit of the Halls as well as the new unit.

The consultation meetings show that there is variability in confidence and capability in administration. Aspects worth noting include:

• Exposure and knowledge of University culture, policy and procedures;
• Exposure to innovations in administration occurring across campus;
• Information and knowledge about the role and services provided by a central administrative team;
• Professional and strategic human resource management;
• Business process mapping;
• Information technology and business solutions; and
• Website and communications.

The new Residential Communities Unit will require a different skill mix to be successful. Managers require the ability to empower staff through vision, lead and build virtual teams, educate and train, build consensus and understand what an enabling, efficient and effective administration looks like within the University context. This is in addition to possessing administrative core competencies (and in some cases specialist skills) and the ability to be flexible in the application of policies and procedures. The Residential Communities Unit should promote a continuous improvement culture where there is confidence and respect in giving and receiving feedback and problem solving is a shared responsibility.
The consultation process revealed that most staff and students do not understand the role and responsibilities of a central administration and therefore it is easy to believe ‘value for money’ does not exist. The Halls would find it difficult and expensive to replicate these services if such a team did not exist. It will be critical for the Services Unit to establish itself as an important and valued part of the operation and for that to be acknowledged by all stakeholders. If this is not possible, centralizing the team into another area of the University should not be a concern.

**Implementation Actions**

- Conduct skills audits of existing staff and investigate the staff profile and skill mix to ensure appropriate resources are dedicated to areas where there is variability in confidence and capability; and

- Organise a comprehensive training and professional development program for administrations in collaboration with the Human Resource Division. The objective being to provide an opportunity for staff to update and/or acquire new skills and knowledge according to their needs. The program should include managing and working with change, how the university is governed, university budgets, policy and procedures and an opportunity to develop their own professional and personal skills.

**12. Services**

**Recommendation 6: Establish service agreements between the Residential Communities Unit and Facilities and Services/Joint Business Service Group which detail the respective responsibilities and the levels of service to be provided.**

This recommendation did not provoke a lot of discussion during the consultation process except a concern by some staff that service level agreements are often unworkable and require a pre-existing culture of collaboration, cooperation and open communication. Alternatively, there is value in developing a Service Charter (based on a partnership model) which provides a clear statement about what services the Services Unit will provide, timeframes for delivery, responsible officers and processes for feedback but it must also outline the responsibilities and obligations of clients to ensure certain steps are taken to assist the achievement of the desired outcome.

**Recommendation 7: Transfer transaction functions to F&BS Shared Services Office.**

The discussion on this recommendation was limited. It impacts directly on some staff involved in managing financial transactional processing and clients using financial reports. Service Divisions and some academic colleges are using F&S Shared Services in order to achieve maximum efficiencies so resources can be allocated to higher level financial analysis, management reporting or other administrative priorities. Some concerns have been raised about the ability to react to urgent payments (particularly student reimbursements and/or refunds), reconciling with StarCom, standardising coding and the increased time spent on ledger maintenance. Most of these can be addressed with business rules and negotiation with the F&BS Shared Services Team.

**Implementation Actions**

- Establish a Service Charter based on a partnership model for administrative services once the Residential Communities Unit is established. This should be a collaborative process where stakeholders are included in its development (by 1 March 2011); and

- Incrementally transfer transactional processing (A/P) to F&BS Shared Services after the Residential Communities Unit is established (1 March 2011).

**13. Staff**

**Recommendation 8: Administration Managers to be part of the F&S/Joint Business Services Group, but located at Halls providing services as defined within the services agreement. The role of Administration Manager to be redesign with a focus on day to day operational management of Hall’s services and oversight of front office activities.**
This recommendation provoked extensive discussion and caused anxiety for stakeholders, particularly Administration Managers themselves and their supervisors. There were strong views expressed in written submissions and meetings about the ability for Halls to continue to 'control' their administrative resources. Whilst this was the consensus view, many examples were revealed during discussions which supported moving towards an alternative model i.e. ‘Reports to: Responsive to’ model.

The Hall Administration Managers are generalists and have a critical role in the operational management of their area, similar to a School/Department administrator in an academic college. This focus, combined with a specialist administration allows for maximum productivity and effectiveness. This will not change under the proposed model. In fact, Administration Managers will still be located within their Hall, responsive to the Head and will experience no major changes in duties. Administration Managers will formally report to the Manager, Services Unit who will be responsible for performance (in collaboration with the Head of Hall), monitoring of workflows and workloads, standardising processes and offer consistent support and development. This group should see themselves as a virtual team and provide backup and support to each other when necessary. This will not include mandatory rotation, but professional development opportunities such as this should not be refused if requested. For implementation actions see sections 7, 11 and 14.

Recommendation 9: Establish a Halls Zone Team made up of the existing maintenance staff. The Team to be managed by the UA Facilities Manager and report to F&S.

The Maintenance Officers are an excellent example of a group which is collaborating informally to make use of their combined skills and experience for the benefit of the Division. The clients of this group see Maintenance Staff as a valuable part of the community, responsiveness to maintenance jobs is immediate and staff have an intimate knowledge of the buildings they work in resulting in efficiency gains.

Whilst skills and experience are evident, broader facility leadership and management require further attention. There is inconsistency in maintenance recording and reporting across Halls, different practices in the use of contractors, variability in confidence and capability in the use of the University's corporate and business systems and the inability to organise a critical mass (especially for service provision and leave). This aspect would benefit from professional facilities management and leadership.

Implementation Actions

- Advertise the existing role of Facilities Manager for the Residential Communities Unit. This person will report to Facilities and Services;
- In addition to other tasks, the Facilities Manager will be responsible for identifying best practice, standardising recording, reporting and processes for maintenance and the use of systems in collaboration with the Maintenance Officers and key stakeholders;
- Maintenance Officers will report to the Facilities Manager, continue to be located in the Halls and be responsive to the Administration Manager and Heads of Hall; and
- This arrangement is transitional for a period of 12-18 months prior to closer integration with Facilities and Services.

14. Other Issues Raised

- A holistic and independent review of the roles and responsibilities of all Hall Staff should be conducted as a matter of priority (Phase 3). This should include Heads of Halls, Administration Managers, Deputy Deans, Sub-Deans and Student Residents. The purpose of this process should be to:
  - Clarify roles, responsibilities and the remuneration of all positions;
  - Address existing overlap between key positions;
  - Ensure that roles and responsibilities are consistent across Halls and with the ANU general staff classification descriptors; and
• Standardise all recruitment documentation, including role statements, selection criteria and advertisements (Responsible Officer: Head, Residential Communities and Human Resources Division).

• Consider housekeeping and catering arrangements which were not addressed in Stage 1 or Stage 2 of the Review (Responsible Officer: Head, Residential Communities);

• Examine the budget model and process to ensure it supports the new strategy of the Residential Communities Unit (Responsible Officer: Manager, Services Unit);

• Investigate and implement improvements in training provided to Hall Sub-Deans and Student Residents, particularly in the area of pastoral care (Responsible Officer: Head, Residential Communities and PVC-Students);

• Consider the impact of transferring the Services Unit with the Residential Communities Unit and its relationship with the Division of Registrar and Student Services business management team (Responsible Officer: Manager, Services Unit and Registrar); and

• Establish a program for staff to support the implementation of the review (see section 6) (Responsible Officer: Manager, Services Unit and Human Resources Division).

15. Implementation and Review

Detailed implementation of the above recommendations will be led by the Head, Residential Communities and the Manager, Services Unit in collaboration with the Change Manager if necessary. This process will begin in October 2010.

16. Comments

Whilst this paper communicates the essential aspects of the establishment of the Residential Communities Unit, the University invites staff and students to make brief comments on this paper by providing written comments to the Change Manager by 28 September 2010 Karen.Hill@anu.edu.au or via the internal mail.

Karen Hill
Change Manager

13 September 2010
### Consultation Meetings

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<tr>
<th>Date</th>
<th>Meeting Schedule</th>
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<tr>
<td>3 August</td>
<td>Mick Serena, Director ANUSA, PARS, Hall Presidents, Sub-Deans and Student Reps (Meeting 1)</td>
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<td>4 August</td>
<td>Tim Beckett, Registrar, Registrar and Student Services</td>
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<td>5 August</td>
<td>David Sturgiss, Chief Financial Officer, Finance and Business Services Heads of Halls</td>
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<td>6 August</td>
<td>Project Steering Committee (PSG)</td>
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<td>9 August</td>
<td>UA - Business Services, University Accommodation Division</td>
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<tr>
<td>10 August</td>
<td>Michael Shortland, Deputy Registrar, Registrar and Student Services Peter Warrington and Matt Wilkinson (Uni Lodge)</td>
</tr>
<tr>
<td>11 August</td>
<td>Implementation Working Party Facilities Manager and Halls Maintenance Staff</td>
</tr>
<tr>
<td>12 August</td>
<td>Hall Administration Managers</td>
</tr>
<tr>
<td>13 August</td>
<td>UA – EO, Facilities Manager and UAS Manager</td>
</tr>
<tr>
<td>17 August</td>
<td>University Accommodation Services</td>
</tr>
<tr>
<td>18 August</td>
<td>Meeting with Students (Fenner Hall) ANUSA, PARS, Hall Presidents, Sub-Deans and Student Reps (Meeting 2)</td>
</tr>
<tr>
<td>19 August</td>
<td>Meeting with Students (Burton &amp; Garran Hall) John Richards, Master University House</td>
</tr>
<tr>
<td>23 August</td>
<td>Admissions Officers Meeting with Students (Bruce Hall)</td>
</tr>
<tr>
<td>27 August</td>
<td>All Halls Administration Staff Meeting with PVC (Students)</td>
</tr>
<tr>
<td>8 September</td>
<td>Implementation Working Party</td>
</tr>
</tbody>
</table>

### Written Submissions

| August | Burton and Garran Hall (Brice, Fabian and Crocker) |
|        | Fener Hall (Fenner Residents Committee)              |
|        | ANU Halls Sub Deans (Bruce, Toad and Ursula)         |
|        | Staff and Residents of Ursula Hall                   |
|        | UA Accommodation Business Services Staff             |
|        | University House (Richards)                          |
THE AUSTRALIAN NATIONAL UNIVERSITY

RESIDENTIAL COMMUNITIES COMMITTEE

Terms of Reference
The Residential Communities Committee is a strategic body, informing priorities and setting the strategic framework for residential communities at The Australian National University.

The Committee will:

1. Develop a five year strategic plan for residential communities, considering both the academic and non-academic student experience;

2. Consider incorporating other related portfolio responsibilities under the Residential Communities such as learning communities and the non-residential hall;

3. Identify the needs of specific groups of students requiring accommodation on campus, in particular the development of plans for postgraduate students;

4. Consider and endorse recommendations concerning a long term tariff model;

5. Develop strategies to integrate academic and residential life, and the extension of the benefits of the residential experience to non-residential students; and

6. Monitor the performance and efficiency of student residences against their strategies and operational plans via annual reports to the committee.

Membership
Each of the following is to be a member of the University Residential Communities Committee:

1. Pro Vice Chancellor (Students) (Chair);

2. Head, Residential Communities;

3. Registrar, Division of Registrar and Student Services;

4. Director, Facilities and Services Division;

5. Director, Finance and Business Services;

6. Heads of Residential Halls;

7. Master, Graduate House;

8. General Manager, Uni Lodge; and

9. ANUSA, PARSA and Student Resident Representatives (x2).

The secretariat will be provided by the Services area, Residential Communities Unit.
ATTACHMENT C: REVIEW OF ADMINISTRATION ARRANGEMENTS WITHIN THE UNIVERSITY ACCOMMODATION DIVISION (STAGE 1 JUNE 2010)

Residential Communities Committee
(University Level)
(Responsibility for Strategic Planning)

Registrar

Pro Vice-Chancellor (Students)

F&S Director

DIVISION OF REGISTRAR AND STUDENT SERVICES

RESIDENTIAL COMMUNITIES DEPARTMENT

FACILITIES AND SERVICES DIVISION

JOINT BUSINESS SOLUTIONS GROUP
Delegations
General Administration
(Administration Managers)
Budgeting and Financial Services
Information Technology
Business Solutions & Quality Assurance
MAINTENANCE UNIVERSITY ACCOMMODATION SERVICES

F&S Shared Services

Roles and Responsibilities
Hall Admission Management Function

Roles and Responsibilities
Building Community
Academic Support
Pastoral Care
Front Desk Operations

Service Level Agreement

Policy

Reports to
Responsive to
ATTACHMENT D: PROPOSED STRUCTURE – RESIDENTIAL COMMUNITIES UNIT 2011

Pro Vice-Chancellor

Registrar

F&S Director

Strategic Planning

Policy

Operations

Resident Communities Committee
(University Level)
(Responsibility for Strategic Planning)

DRSS RESIDENTIAL COMMUNITIES UNIT
Head: Residential Communities

Responsibility for Academic Programs, Pastoral Care and Administrative Support
Halls of Residence Supported by a Services Unit
Hall Administration Admissions Housekeeping Catering
University Accommodation Service (Interim only)

Maintenance & Facility Management

F&B Shared Services

Reports to
Responsive to