

Arts and Sciences Business Process Redesign

Working Group Guidelines Revised 4/20/09

In February of this year, a Business Process Redesign Steering Committee was created by the Executive Dean's Office to oversee the redesign of business processes in the Arts and Sciences. The decision to proceed on the redesign was based on a business process review conducted by the consulting firm Navigator Management Partners and detailed in their December 22, 2008 report, "Researched Findings, Analysis and Recommended Actions for The Ohio State University's Colleges of Arts and Sciences."

The Steering Committee has designated six working groups to assist in this endeavor. The working groups -- Communications, Fiscal Work Roles, Human Resources Work Roles, Facilities, IT, and Metrics and Scorecards -- are charged with remapping the human resources and fiscal functions, and with using a business services center to improve services, and creating new efficiencies and cost savings. In their respective areas of focus (specific roles and responsibilities are outlined in a separate document), each working group will make recommendations to the Steering Committee on specific aspects of the process redesign as well as recommending strategies for smooth implementation. Recommendations will be reviewed and vetted by the Steering Committee. The Steering Committee will provide periodic updates to the Executive Committee for feedback. Final approval, and the authority to proceed with implementation of the redesign, will be given by the Arts and Sciences Deans.

Listed below is some additional information regarding the project that working group members may find helpful in organizing effectively and proceeding with the tasks at hand:

1. Part of the establishment of each working group was the selection of a chairperson for the group. Each group may consider whether the range and amount of work would be best achieved by also selecting a co-chairperson. If you decide to do so, please let the Steering Committee know, following your first working group meeting, who is selected to be the co-chair.
2. The Steering Committee has determined that we will have one business services center and that both human resources and fiscal transactions will be done within the center. Your work should support an efficient delivery of services using this unified model.

3. The Steering Committee has determined that we will implement the transition to our business services center by function and not by department as is detailed in the Navigator report.
4. The Steering Committee has selected the Journalism Building, Room 100 as the space for the business services center. Design should begin to prepare that space for occupancy. As issues of process design and implementation are discussed, any aspects that deal directly with the organization and specifics of the services center space should be forwarded to the Steering Committee.
5. We feel it would be of benefit to all involved in the process if each of the working groups used a Sharepoint web site established for this project <https://sharepoint.asc.ohio-state.edu/sites/bpr/default.aspx> to list timelines, tasks, meeting schedules, and deliverables/milestones. Documents may be saved to the site, and those documents will be open for viewing by the Steering Committee. You will receive login information for the Sharepoint site separately.
6. The working groups should report weekly to the Steering Committee – noting progress toward milestones, recommendations being advanced for the Steering Committee to review, and any roadblocks that require adjustment to timelines or intervention by the Steering Committee. The weekly reports should be saved to the Sharepoint site. Working group chairs will be invited to attend Steering Committee meetings occasionally to discuss their reports in more detail.
7. Navigator timelines are informative, but may not be appropriate given the work that is needed to implement the changes. The working groups should quickly try to establish an appropriate timeline for implementation of the recommendations they will develop - and the Steering Committee will organize our work to meet these timelines.
8. The overall quality of design and implementation strategy will depend on the working groups operating in concert. All working group meetings should be open to members of all six working groups, and we hope that members of one working group may choose to attend meetings of another as observers. It may even be desirable for members of one group to be called in as subject matter experts for another group. Particularly important in this respect is that the IT and communications working group members stay abreast of what is happening in all of the working groups.
9. The working groups should feel free to call upon whatever outside expertise they need to accomplish their objectives and to ensure that their decisions are well-informed. This may include others within Arts and Sciences or outside of Arts and Sciences.