

## **BPR Steering Committee**

### **WORKING GROUP ROLES/RESPONSIBILITIES**

**Revised 3/24/09**

#### **Communications**

- Develop a comprehensive communication plan for BPR initiative
- Communicate progress of steering committee and working groups
- Develop and lead strategy for communicating process changes, role changes and information departments need to know as implementation begins (e.g. video blog)
- Create a brand for Arts and Sciences business processes
- Establish a forum for airing concerns
- Advise on how to manage concerns and Q&A
- Develop methods to get feedback to steering committee and Arts and Sciences leaders
- Facilitate targeted meetings/focus groups (e.g. staff advisory group in BMAPS) to provide information and get feedback
- Keep the A&S website updated with BPR information
- Communicate in real time our progress to key stakeholders (e.g. OAA, OHR, B&F, A&S faculty, A&S Executive Committee, A&S Senate, A&S Deans)

#### **Technology**

- Create SharePoint site for BPR Steering Committee and working groups
- Implement work flows that HR and fiscal groups develop
- Understand OSU's KUALI tool and its implications for A&S BRP
- Oversee access and security
- Develop and advise on mechanisms/tools to deliver data from departments to services center (how to move info. to services center transactor)
- Storage of files and data
- Develop methods and technology solutions to eliminate paper
- Identify and advise on tools available already to help us expedite work (e.g. eStores, chemistry DPR, Business and Finance Services Center, health system-VPN)
- Link with University technology solutions and develop enterprise information systems across A&S

#### **HR Work Roles**

- Rank order first to last each business process to be implemented in services center
- Define the process flows for business processes that will be moved (or at least partially moved) to the services center
- Define interface between departments, services center and Office of Human Resources/other university units
- Develop mechanisms to ensure personalized service, feedback on status of requests and tracking mechanisms
- Define services center work roles, position descriptions and performance expectations
- Work with departments to redefine affected work roles and develop new positions descriptions for those individuals
- Determine implementation process and timeline for HR business processes
- Assure compliance issues have been addressed and approved by Internal Audit
- Explore possible linkages, co-location, synergies with other University units

- Create an Arts and Sciences new employee orientation program, onboarding program and “new opportunities” program for long-term employees
- *In conjunction with Steering Committee – determine how the following expertise will be developed and deployed across Arts and Sciences: benefits consulting, talent management, recruitment, employee relations, organizational development, learning and development, training, performance management*
- *In conjunction with Steering Committee – create a strategy/plan for BPR Implementation*

### **Fiscal Work Roles**

- Rank order first to last each business process to be implemented in services center
- Define the process flows for business processes that will be moved (or at least partially moved) to the services center
- Define interface between departments, services center and University level fiscal units
- Develop mechanisms to ensure personalized service, feedback on status of requests and tracking mechanisms
- Define services center work roles, position descriptions and performance expectations
- Work with departments to redefine affected work roles and develop new positions descriptions for those individuals
- Determine implementation process and timeline for fiscal business processes
- Assure compliance issues have been addressed and approved by Internal Audit
- Explore possible linkages, co-location, synergies with other University units
- *In conjunction with Steering Committee – create a strategy/plan for BPR Implementation*
- *In conjunction with HR Work Roles group – develop training for new fiscal processes*

### **Facilities/Space**

- Determine optimal design for services centers to ensure highest quality, efficiency, collaboration and flexibility using the most effective technology with an aim to eliminate paper
- Oversee renovations and logistics
- Ensure sustainability (Scarlet and Gray Green Initiatives)

### **Metrics/Scorecards**

- Determine success measures for Arts and Sciences and recommend associated metrics
- Evaluate universal success measures for comparison to benchmark institutions
- Establish baseline metrics to measure new model against current performance
- Establish service level agreements between departments/divisions and services center for HR and fiscal business processes
- Assure compliance issues have been addressed and approved by Internal Audit
- Develop methods to solicit customer feedback and to sustain the highest level of customer satisfaction

### **Steering Committee**

- Set BPR policy with input from Executive Committee and approval by the Arts and Sciences Deans
- What are the rules of engagement for Steering Committee?
  - 80% rule – we don’t need 100% consensus to move forward
  - 90% rule – we don’t need everything to be 100% perfect to move forward
- What are the key decisions that need to be made now?
  - How many services centers?

- Combine HR & Fiscal centers?
- What will be in services center v. department?
- Where to put the services centers?
- How will earnings and OSURF issues be addressed?
- What forum will be most effective for vetting recommendations and getting decisions made?
- Hiring/staffing process
  - How will staff selections be made?
  - What is the appropriate timeline for filling the services center positions?
  - What recommendations are needed for the executive level positions?
  - What is the appropriate timeline for filling/assigning the executive level roles/positions?
- Report to Executive Committee and Deans
- *In conjunction with HR Work Roles group – determine how the following expertise will be developed and deployed across Arts and Sciences: benefits consulting, talent management, recruitment, employee relations, organizational development, learning and development, training, performance management*
- *In conjunction with HR and Fiscal Work Roles groups – create a strategy/plan for BPR Implementation*