



# **Academic Target Operating Model (ATOM 1) Confirmed Function Outcome**

**Date: 27 August 2018**

# ATOM – Operating Model – Background

- Following previous structures changes we have
  - multiple teams responsible for parts of a process
  - decreasing student centric focus
  - confusion of responsibilities
  - duplicated efforts
- Initial feedback has shown a lack of clear ownership of activities, responsibilities and processes within Unitec's back office functions, which means we are not working as efficiently as possible.
- The aim of the ATOM proposal was to create a more logical functional structure so we have:
  - Greater understanding of who owns specific processes
  - Improved synergy between the academic delivery and academic quality lifecycles
  - Clearly defined processes with ownership, accountabilities and responsibilities assigned
  - Simplified and more efficient processes with a reduction in hand-offs between functions where appropriate.

***“Functions placed in their logical area with defined ownership and accountability”***

- Deliver clear ownership of key business functions across existing Academic support Operations into logical business units
- Definition of structure, roles and responsibilities within Te Korowai Kahurangi (TKK)
- Implementation of new TKK structure, and transition of temporary AQA role to updated TKK structure

# Confirmed Changes – Student Finance and International

## ■ Student Finance

- Migration of financial activities from Student Registry to Graduation

## ■ International

- Business Support merged into Student Advisory function
- Student Advisory expanded to include functions in current business support team
- Specific administrative tasks related to enrolment moved to Enrolments function in Operations

## ■ Operations

- Academic Administration business function dispersed
- Functions realigned to logical home in TKK & Ops (Enrolment, TTO, Grad etc) to be confirmed following expressions of interest
- Continuous improvement role escalated with broader scope across all Operations and integration with Academic & Partnerships

# Confirmed Changes – Te Korowai Kahurangi

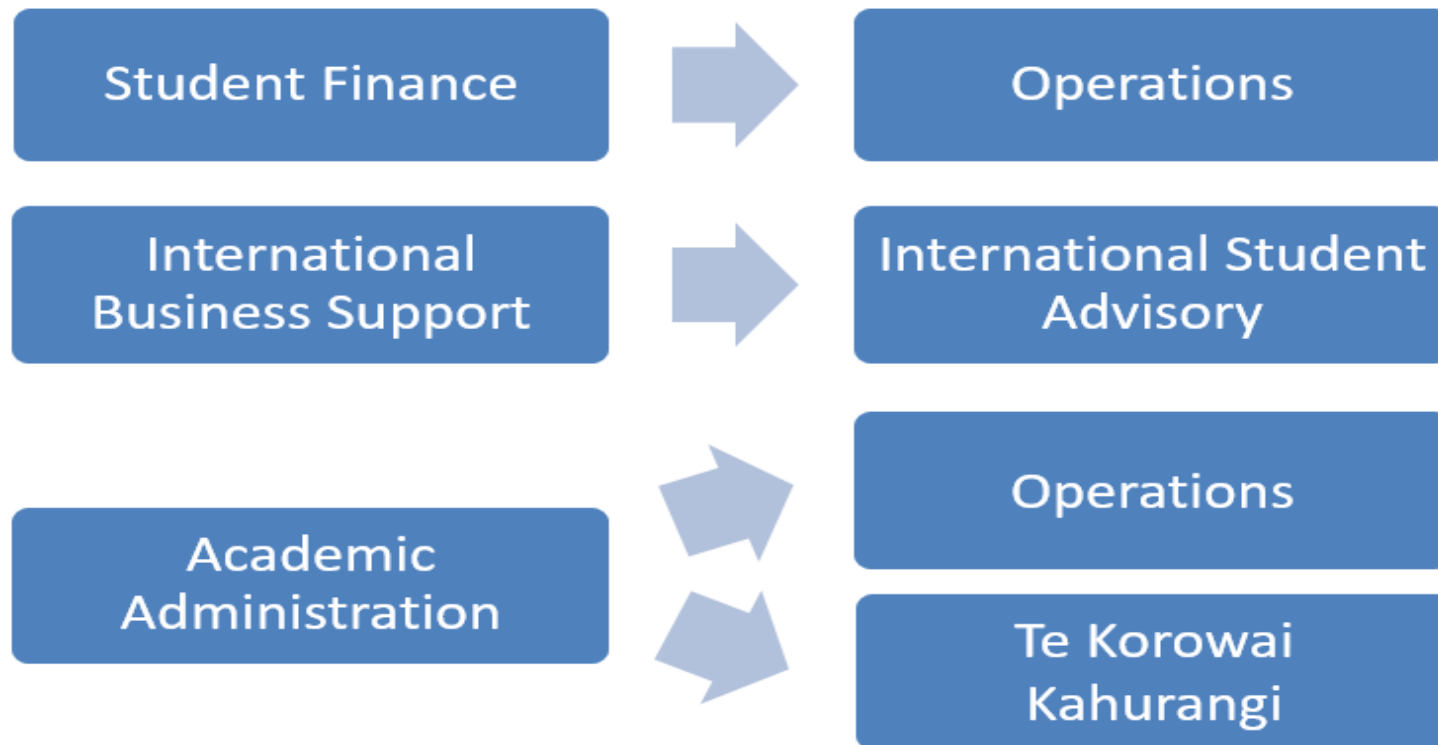
## ■ Te Korowai Kahurangi

- Largely undertake functions associated to academic delivery
- Programme development & management
- Compliance and monitoring
- Assessment moderation & management

# Confirmed Changes –

## 1) Functions

1. Functions moving from one team to another.


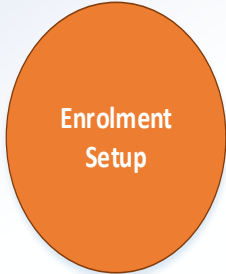

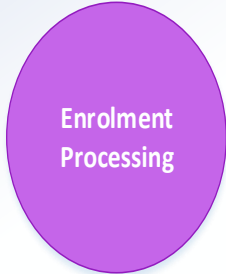





# Confirmed Operating Model

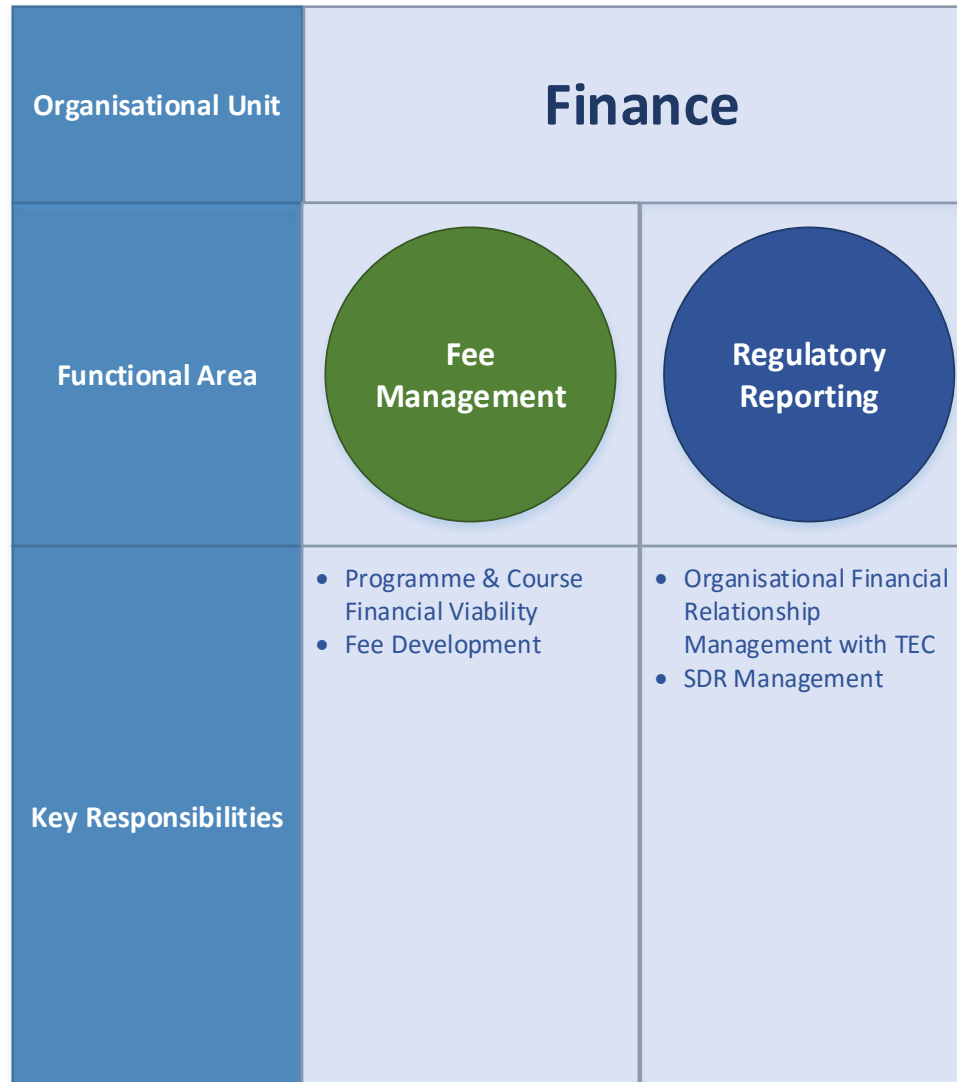
Organisational Unit	Operations						
Functional Area	Timetabling	Enrolment Setup	Student Enrolment Managers	Enrolment Processing	Graduation	Student Finance	Continuous Improvement

Organisational Unit	Finance		Te Korowai Kahurangi				Student Success			
Functional Area	Fee Management	Regulatory Reporting	Programme Development & Management	Assessment Support	Monitoring & Compliance	Quality Partnering	Resources & Performance	Student enabling services	Student Wellbeing	Student engagement





# Confirmed Operating Model

Organisational Unit	Operations						
Functional Area	 <p>Timetabling</p>	 <p>Enrolment Setup</p>	 <p>Student Enrolment Managers</p>	 <p>Enrolment Processing</p>	 <p>Graduation</p>	 <p>Student Finance</p>	 <p>Continuous Improvement</p>
Key Responsibilities	<ul style="list-style-type: none"> <li>• Class Setup &amp; Scheduling</li> <li>• Timetable Development &amp; Publication</li> <li>• Timetable Change Management</li> </ul>	<ul style="list-style-type: none"> <li>• Enrolment Setup Tracking</li> <li>• Enrolment Cart Management</li> </ul>	<ul style="list-style-type: none"> <li>• Application pre-assessment &amp; assessment</li> <li>• Release offers of study</li> <li>• Manage applicants' acceptance of offer</li> <li>• Guiding students on enrolment changes</li> <li>• International Prospect &amp; Student Guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Application Management</li> <li>• Enrolment Processing, incl;                             <ul style="list-style-type: none"> <li>• Assessment of Prior Learning (APL) and Cross Credit management</li> </ul> </li> <li>• Enrolment Change Management</li> <li>• Withdrawal Management, incl;                             <ul style="list-style-type: none"> <li>• No Show</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Graduation Management, incl.;                             <ul style="list-style-type: none"> <li>• Graduation eligibility verification</li> <li>• Ceremony planning</li> </ul> </li> <li>• Official Academic Records Management, incl.;                             <ul style="list-style-type: none"> <li>• Completion letter issuance</li> <li>• Academic Records Quality Assurance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Student Debt Management</li> <li>• Fee-free &amp; special student fees processing</li> <li>• Student Refund Management</li> <li>• StudyLink Management</li> </ul>	<ul style="list-style-type: none"> <li>• Process Enhancements</li> <li>• Quality Monitoring</li> <li>• Deliver operational change management approach</li> <li>• Identify and prioritise end to end opportunities</li> </ul>


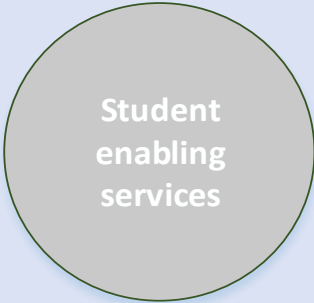

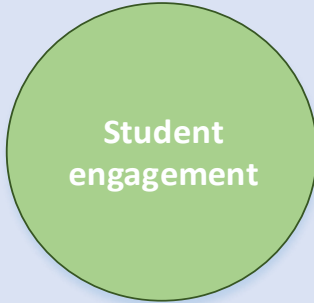
# Confirmed Operating Model



# Confirmed Operating Model

Organisational Unit	Te Korowai Kahurangi			
Functional Area				
Key Responsibilities	<ul style="list-style-type: none"> <li>• Programme Development</li> <li>• Programme Change Management</li> <li>• Programme &amp; Course Setup incl;               <ul style="list-style-type: none"> <li>• System Setup</li> <li>• Fees rollover and setup</li> </ul> </li> <li>• Programme Information &amp; Documentation Management, incl.;               <ul style="list-style-type: none"> <li>• Programme &amp; Course Definitive Documents</li> <li>• Study Plans &amp; MyCourse Details Documents</li> </ul> </li> <li>• NZQA Approval</li> <li>• Course &amp; class fees negotiation &amp; TEC approval</li> </ul>	<ul style="list-style-type: none"> <li>• Grade Management               <ul style="list-style-type: none"> <li>• Grade Publishing</li> <li>• Appeals Management</li> </ul> </li> <li>• Moderation Management</li> <li>• Exam Management</li> </ul>	<ul style="list-style-type: none"> <li>• Committee Management &amp; Support</li> <li>• Policy Management &amp; Review</li> <li>• Quality Monitoring &amp; Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Network &amp; Pathway Partnering</li> <li>• Supporting key academic quality processes, incl.;               <ul style="list-style-type: none"> <li>• Degree Monitoring</li> <li>• Consistency Reviews</li> <li>• 5 Year Reviews</li> </ul> </li> <li>• Capability Development</li> </ul>

# Confirmed Operating Model

Organisational Unit	Student Success			
Functional Area	 <p>Resources &amp; Performance</p>	 <p>Student enabling services</p>	 <p>Student Wellbeing</p>	 <p>Student engagement</p>
Key Responsibilities	<ul style="list-style-type: none"> <li>Library physical and digital resource management</li> <li>Student Wellbeing &amp; Enabling Services performance insights</li> <li>Student Complaints register</li> <li>Student experience improvements</li> <li>Student Policy &amp; Procedures</li> </ul>	<ul style="list-style-type: none"> <li>Academic support</li> <li>Study skill guidance</li> <li>Access4Success – disability support</li> <li>Information literacy</li> <li>Career advice &amp; guidance</li> </ul>	<ul style="list-style-type: none"> <li>Te Puna Waiora, Health &amp; Counselling</li> <li>Spiritual support &amp; guidance</li> <li>Customer Service</li> <li>International Student Pastoral Support, incl;</li> <li>Accommodation</li> <li>Complaints</li> <li>Insurance &amp; Visa</li> <li>Student Success</li> <li>International Connectors</li> <li>Accommodation</li> <li>Budgeting</li> <li>Hardship funding</li> </ul>	<ul style="list-style-type: none"> <li>International on-boarding</li> <li>International connectors</li> <li>Student onboarding &amp; orientation</li> <li>International Orientation Day (including compliance)</li> <li>Student life events</li> <li>Communications about “What’s On” at Unitec</li> <li>Experience NZ Programme for International Students</li> </ul>

## ATOM Feedback

We received 63 submissions, which included some very constructive ideas and thoughts. The submissions have been compiled into 15 themes along with our responses.

People also provided functional suggestions or suggestions regarding issues specific to a team or function. Some of these are covered in the below themes, but many are very specific so will be discussed in face-to-face meetings with relevant people and teams.

# Feedback Themes (1)

Can we have more detail please? There isn't enough in the proposal.

*The proposal was focused on the functions. However, took on board the advice that more detail would be required before implementing any changes and appreciate all the feedback from the various teams. Since our workshop in July we have been working further with the teams currently responsible for processes and tasks to gather the detail required to inform our changes. We will continue to monitor and work with teams to refine the processes.*

We're tired of change. Do we have to do this now?

*We do. Following feedback from staff and regulators (NZQA), and in order to support the renewal plan, we can't wait to make changes to these key functions. We expect the changes to be positive and support Unitec in the future.*

We don't see how this proposal will improve the student experience.

*ATOM is focused mainly on our back office, ensuring that we have clear ownership and accountability for delivering tasks. This does ultimately have an impact on students. We need to have an end-to-end view of the student experience and where we can support them. We're not looking to make significant changes to the tasks at this time, but we expect that increasing clarity around responsibilities and improving efficiency will have a positive impact.*

## Feedback Themes (2)

How will we ensure clear accountability for international compliance in any movement of functions?

*We've already addressed a lot of concerns from Immigration NZ and NZQA, for example, introducing the SEAtS application as a solution to key aspects of pastoral care. The International team has areas of subject matter expertise but also areas which would benefit from economies of scale and centres of excellence to share workload during peak periods.*

*We've worked with teams to understand the impact of changes at a detailed level, and ensure that we don't miss anything. This will also ensure that where any move in responsibility for tasks related to International compliance exist, we are clear what the impact is, and what we need to do to track, maintain or improve our compliance position.*

Academic staff: we need a clear means of accessing support services and we need to know that those services will be responsive and effective.

*This feedback is exactly the reason ATOM was conceived. The aim is that we can articulate exactly what each of the functional areas is expected to deliver, who is accountable for those functions, and who to speak to if you feel the team isn't being responsive or effective.*

*By creating clear accountability, we can also begin to measure and improve the service delivered by these functional areas, to be better aligned with the needs of Unitec.*

## Feedback Themes (3)

Academic staff: can we have dedicated programme administrators again?

*In order for Unitec to provide necessary consistency and to be financially sustainable, it's essential that we centralise some services previously performed by programme administrators. We know we can improve as a team around how we partner and work together, and this will continue to be reflected by the teams associated with these functions. While some staff will continue to be aligned to networks, they'll partner with, not report to the Networks.*

We need to ensure that financial accountability is clear in any movement of functions.

*This is completely understood and when we implement any changes, we'll work with the teams currently responsible for any financial transactions, the Finance team, and Audit to ensure that we maintain the quality and consistency of our financial records. There are not currently any changes in financial practices expected as a result of this change. Changes in alignment to tasks that have financial responsibilities should be supported by on-going relationships with the Finance team.*

You've missed processes and functions in the proposal. These pieces need clear ownership.

*The proposal captured groups of processes at a high level only. It doesn't cover all of the specific processes, and tasks undertaken by all of the teams. We have been working through the detail of specific processes and tasks with the relevant people and teams.*

## Feedback Themes (4)

Can you involve us in the design please? We have the subject matter expertise.

*Yes! The recent workshop was our first opportunity to engage with everyone on the proposed design. The functional design has, however, been derived from the feedback and consultation with many of the teams and subject matter experts across the business over the last few months.*

*We'll continue to work with the subject matter experts and any changes in alignment and ownership of processes will be worked through with them in detail prior to changes being made.*

We need clearly documented responsibilities and training in any new functions, otherwise the change won't be successful.

*We completely agree. We also believe that the best people to ensure that any documentation and training is correct are the people currently undertaking processes and tasks.*

I don't support the change. I think the current situation is better.

*Unfortunately, doing nothing is not an option. The directive from NZQA and feedback from staff across recent years has highlighted that these areas are not organised functionally to support academic delivery for our students.*

I support the change in some ways, but I also have suggestions on how to better achieve the outcomes we're seeking.

*Great – we'd love to work with you to understand these at the detailed level. The new lines of reporting have been decided, but we know there is more work to do before the functions can be implemented, to ensure that the best outcome is delivered for Unitec.*

## Feedback Themes (4)

Why can't we just fix the processes, instead of shifting functions?

*While we understand that we need to improve a number of processes, the first step is getting clear ownership and accountability. Some processes are spread across multiple teams and have no owner. We need ownership of these processes, so that someone is accountable for their quality, and ensure that improvements are made when needed. A holistic view of the functions and teams is needed before changing specific processes.*

I support the change. This will resolve many of our current issues.

*We thank everyone who has offered support for the proposal, and look forward to working with you to ensure that our new approach is successful, for the benefit of Unitec.*

# Next Steps

- Call for expressions of interest from AA staff regarding preferred area:
  - Operations
  - Te Korowai Kahurangi
- Documentation to staff confirming new area of work
- Continue working through business process mapping
- Role standardisation to be reviewed once business process mapping complete

We recognise that change affects people in many different ways and that while some people may be positive about the prospect of change, others may be feeling anxious, concerned, or experience any number of similar responses.

If you have any concerns, we encourage you to speak to your Manager in the first instance. Additionally, please feel free to contact any one of the people listed in the table below should you have any queries or issues that you wish to raise.

Name	Status	Contact Number	Email Address
Dan Brady	GM Operations	021 224 6011	dbrady@unitec.ac.nz
Ruth Halford	HR Business Partner	021 844 373	rhalford@unitec.ac.nz