

Project Team

Resource and Responsibilities

PROGRAMME MANAGEMENT

Sponsor	Project Team	Main Duties and Accountabilities	Comments
A Sambell VP & DVC	Project Manager (Grade 7) <i>Jo Clayton</i>	<ul style="list-style-type: none"> ➤ To manage three large scale projects consisting of multiple work stream activities (Projects: University Structures; Introducing new academic criteria and Validating Academic Capability) ➤ To communicate project duties effectively ➤ To interact with key stakeholders ➤ To manage the team and wider work stream leader activities 	<i>More of a programme management role</i>
	Project Manager (Grade 6)	<ul style="list-style-type: none"> ➤ To keep project plans up to date and regularly renew ➤ Gantt all projects and work stream activity ➤ Drill down plan into more detail to ensure all activity is documented ➤ Cross reference all plans and work stream activity to highlight interdependencies ➤ Identify risks ➤ Identify resource requirements 	<i>To be confirmed</i>
	Project Officer / administrator x 2 positions (Grade 4)	<ul style="list-style-type: none"> ➤ Arrange and service Project Boards (4 a month) ➤ Arrange and service Advisory Board ➤ Arrange and Service Union meetings ➤ Minute and note take at all other meetings ➤ Arrange and service 'away day' meetings ➤ Support on all projects ➤ Retrieve and interrogate data 	<p><i>Position 1 - to be replaced</i></p> <p><i>Position 2 – to be recruited</i></p>

PROGRAMME MANAGEMENT

Activity - Co-ordinated and Project Managed

PROJECT	WORK STREAM ACTIVITY	TIME	LEAD
<p>(1) University Structures</p>	<p>Academic Structure</p> <ul style="list-style-type: none"> ➤ MOC of directly affected staff (HoS / ADs) ➤ Academic sub-structures within each school ➤ Governance and Committee Structures aligned to new structure 	<ul style="list-style-type: none"> ➤ Jan – March 2015 ➤ Jan – 31 July 2015 ➤ Dec '14 – 31 July 2015 	<ul style="list-style-type: none"> ➤ HR&D / HRCP ➤ (?) HRCP with Dean of School ➤ David Cloy
	<p>Support Structure</p> <ul style="list-style-type: none"> ➤ MOC to create unified central support unit and appoint Director of ➤ Look to ensure local points of professional services is structured to support the new structure as at 01 Aug '15 	<ul style="list-style-type: none"> ➤ Jan – Feb 2015 ➤ Feb – July 2015 	<ul style="list-style-type: none"> ➤ HR&D / HRCP ➤ (?) HRCP with Dean of School ➤ David Cloy



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PROJECT	WORK STREAM ACTIVITY	TIME	LEAD
University Structures	Professional Services <ul style="list-style-type: none"> ➤ Review activity within each of the nine Professional Service areas to ensure structures support the new academic structure as at 01 Aug '15 	<ul style="list-style-type: none"> ➤ To July 2015 (meeting monthly) 	<ul style="list-style-type: none"> ➤ Directors of Professional Service areas
	Systems <ul style="list-style-type: none"> ➤ Finance (budgets etc.) ➤ HR&D (HR Connect) ➤ S&AC (SITS/ CRM / Timetabling) ➤ IS (all other system implications) ➤ IDEA (content of intranet/ internet) 	<ul style="list-style-type: none"> ➤ To July 2015 (meeting monthly) 	<ul style="list-style-type: none"> ➤ David Telford with work stream leaders

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PROJECT	WORK STREAM ACTIVITY	TIME	LEAD
<p>University Structures</p>	<p>OD Support</p> <p>Support around the change process</p> <ul style="list-style-type: none"> ➤ Support for managers dealing with change ➤ Support for individuals going through change <p>Support to embed cultural change</p> <p><u>Senior Managers (ULT / HoS / Directors)</u></p> <ul style="list-style-type: none"> ➤ Working as a leadership team to drive direction of travel ➤ Support for those whose roles have changed significantly (APs/ Deans of School/ Director of new unified unit) <p><u>Middle Managers</u></p> <ul style="list-style-type: none"> ➤ Support for those whose roles have changed significantly (SGLs / promoted academics) ➤ Academics taking on specific duties ➤ Academics aligning to new criteria ➤ Support staff (HOBAs, Faculty-based support staff) 	<ul style="list-style-type: none"> ➤ Ongoing to July 2015 and beyond 	<ul style="list-style-type: none"> ➤ L&D / APD

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<p>(2) Introducing new academic criteria</p>	<p>Appointments</p> <ul style="list-style-type: none"> ➤ Aligning new criteria with JD's ➤ Updating R&S materials to reflect new criteria (all forms / info on intranet etc.) ➤ Communicating and embedding new criteria ➤ Support for managers recruiting to new criteria (advice and administration) 	<ul style="list-style-type: none"> ➤ Feb '15 	<ul style="list-style-type: none"> ➤ HR&D
	<p>Promotions</p> <ul style="list-style-type: none"> ➤ Communicating promotions round, linked to intranet page to illustrate career paths ➤ Updating or creating promotions guidelines to reflect changes ➤ Administrative support to whole process ➤ Support for panel members (criteria/process/feedback) ➤ Support for line managers – embedding feedback in PDRs ➤ Support for academics (criteria/ applying / receiving feedback) 	<ul style="list-style-type: none"> ➤ March/April – Aug '15 	<ul style="list-style-type: none"> ➤ HR&D

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Introducing new academic criteria	Award of Title <ul style="list-style-type: none"> ➤ Communication of award of title round, linked to intranet page to illustrate career paths ➤ Creation of guidelines ➤ Administrative support to whole process ➤ Support for panel members (criteria/process/feedback) ➤ Support for line managers – embedding feedback in PDRs ➤ Support for academics (criteria/ applying / receiving feedback) 	<ul style="list-style-type: none"> ➤ March/April – Aug '15 123 Grade 7 academics in total Assume 50% voluntarily apply =61 Applications Panels can consider max. 8 applications per day (45 mins) 8 full panel days required 	<ul style="list-style-type: none"> ➤ HR&D
	Development & Support <ul style="list-style-type: none"> ➤ To support management implement new criteria, against each strand ➤ To support individuals applying for promotion / award of title 	<ul style="list-style-type: none"> ➤ Varies against each work stream activity 	<ul style="list-style-type: none"> ➤ L&D / APD
	Systems <ul style="list-style-type: none"> ➤ HR Connect to reflect and capture changes 	<ul style="list-style-type: none"> ➤ Varies against each work stream activity 	<ul style="list-style-type: none"> ➤ HR&D

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(3) Validating Academic Capability (VAC)	Project Management <ul style="list-style-type: none"> ➤ Scope and plan activity ➤ Split project plan into two ➤ Timeline activity ➤ Prepare ULT and consultation documents 	➤ Early 2015	➤ Project Manager
	Consultation <ul style="list-style-type: none"> ➤ Obtain approval from ULT ➤ Consult with EIS ➤ Discuss / consult with academic staff 	➤ Following planning 2015	➤ Project Manager
	Activity Prior to Implementation <ul style="list-style-type: none"> ➤ Produce guidelines (incl. appeals / exceptions etc.) ➤ Communicate process ➤ Update intranet ➤ Design support ➤ Design and consult on capability process 	➤ 2015	➤ HR&D

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Validating Academic Capability (VAC)	Support <ul style="list-style-type: none">➤ Workshops / briefing sessions / 1:1's with individuals on new criteria and process➤ Briefing for panel members on criteria / process / providing consistent , robust feedback➤ Briefing for line managers on criteria / process / embedding feedback into PDR's	➤ 2015	➤ L&D (?)



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<p>Validating Academic Capability (VAC)</p>	<p>Profs (L1,2,3 – G8,9,10) PART A – Light Touch</p> <ul style="list-style-type: none"> ➤ Pre-work – Design process, paperwork etc. ➤ Communicate deadline for applications ➤ Constitute panel ➤ Review applications ➤ Provide written feedback ➤ Administer whole process (request/chase references etc. arrange feedback sessions) ➤ Communicate to line managers for feedback to be embedded into PDR ➤ If successful – role validated NFA (indicate that process may be repeated in 2020, therefore sustained performance required) ➤ If unsuccessful - (Part B or option of VS) – No appeal process for Part A 	<ul style="list-style-type: none"> ➤ Feb/March 2016 <p>38 Profs L1,2,3 in total</p> <p>Panels can consider max. 8 applications per day (45 mins)</p> <p>5 full days required</p> <p>Assume 50% success rate? = 19 successful = 19 unsuccessful</p>	<ul style="list-style-type: none"> ➤ HR&D

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<p>Validating Academic Capability (VAC)</p>	<p>Profs (L1,2,3 – G8,9,10) PART B – Full Process 2016</p> <ul style="list-style-type: none"> ➤ Pre-work – Design process, paperwork etc. ➤ Communicate deadline for applications ➤ Constitute panel ➤ Review applications ➤ Provide written feedback ➤ Communicate to line managers for feedback to be embedded into PDR ➤ Administer whole process (incl. references, panels (with externals)) ➤ If successful – role validated NFA (indicate that process may be repeated in 2020, therefore sustained performance required) ➤ If unsuccessful - Employee support and repeat process in 2017 (option of VS) 	<p>➤ Aug – Dec 2016</p> <p>19 Profs unsuccessful at Part A</p> <p>Panels can consider max. 8 applications per day (45 mins)</p> <p>= 3 full panel days required, incl. externals</p>	<p>➤ HR&D</p>

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<p>Validating Academic Capability (VAC)</p>	<p>Academic Grade 7's</p> <ul style="list-style-type: none"> ➤ Pre-work – Design process, paperwork etc. ➤ Communicate deadline for applications ➤ Constitute panel ➤ Review applications ➤ Provide written feedback ➤ Communicate to line managers for feedback to be embedded into PDR ➤ Administer whole process (incl. references, panels (with externals)) ➤ If successful – role validated NFA (indicate that process may be repeated in 2020, therefore sustained performance required) ➤ If unsuccessful - Employee support and repeat process in 2017 (option of VS) 	<p>➤ Aug – Dec 2016</p> <p>123 Grade 7's in total</p> <p>Assume 50% voluntary matched in 2015?</p> <p>Therefore 62 to go through VAC process</p> <p>Panels can consider max. 8 applications per day (45 mins)</p> <p>= 8 full panel days required, incl. externals</p>	<p>➤ HR&D</p>

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Validating Academic Capability (VAC)	Appeals <ul style="list-style-type: none">➤ Deal with all appeals➤ Administer process➤ Constitute appeals panel process➤ Train individuals on appeals process➤ Feedback to appeals process	➤ Aug – Dec 2016	➤ HR&D

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<p>Validating Academic Capability (VAC)</p>	<p>Profs (L1,2,3 – G8,9,10) PART B – Full Process (2017)</p> <ul style="list-style-type: none"> ➤ Employee support provided through Aug '16 to Aug '17 ➤ Pre-work – Design process, paperwork etc. (only need to meet criteria not previously met) ➤ Communicate deadline for applications ➤ Constitute panel ➤ Review applications ➤ Provide written feedback ➤ Communicate to line managers for feedback to be embedded into PDR ➤ Administer whole process (incl. references, panels (with externals)) ➤ If successful – role validated NFA (indicate that process may be repeated in 2020, therefore sustained performance required) ➤ If unsuccessful –VS or dismissal - capability 	<ul style="list-style-type: none"> ➤ Aug – Dec 2017 <p>Assume 50% successful in 2016 full process therefore 10 Profs to consider n 2017</p> <p>Panels can consider max. 8 applications per day (45 mins)</p> <p>= 2 full panel days required, incl. externals</p>	<ul style="list-style-type: none"> ➤ HR&D

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<p>Validating Academic Capability (VAC)</p>	<p>Academic Grade 7 – Repeat 2017</p> <ul style="list-style-type: none"> ➤ Employee support provided through Aug '16 to Aug '17 ➤ Pre-work – Design process, paperwork etc. (only need to meet criteria not previously met) ➤ Communicate deadline for applications ➤ Constitute panel ➤ Review applications ➤ Provide written feedback ➤ Communicate to line managers for feedback to be embedded into PDR ➤ Administer whole process (incl. references, panels (with externals)) ➤ If successful – role validated NFA (indicate that process may be repeated in 2020, therefore sustained performance required) ➤ If unsuccessful –Feedback incorporated into PDR ➤ Repeat? 3yr / 5yr? To be agreed 	<ul style="list-style-type: none"> ➤ Aug – Dec 2017 <p>Assume 50% successful in 2016, therefore 31 to consider in 2017</p> <p>Panels can consider max. 8 applications per day (45 mins)</p> <p>= 4 full panel days required, incl. externals</p>	<ul style="list-style-type: none"> ➤ HR&D