



## Case for Change

Staff Organizational  
Structure Review

*THE WORLD  
NEEDS MORE  
COWBOYS.*



# Today's Challenge | Current support model may limit UW's ability to achieve future goals and aspirations

Over time, the current operating model has needed to adjust in the face of challenges – including budget reductions and COVID, contributing to key pain points. However, Academic Restructuring provides UW with the opportunity to reimagine administrative support for the future state.

## REVIEW & DISCOVERY

The University of Wyoming has started an initiative to conduct a review of its current non-faculty organizational structure, non-faculty job classifications, non-faculty job titles, and compensation to ensure current positions are appropriately classified, and logically aligned with the mission and goals of the university,

Over the past five-months, members of Deloitte's Higher Education Practice have focused their assessment on the 500+ administrative staff across University colleges and central units to understand the staff experience, current job roles, day-to-day activities, services provided, and current state organizational structures that they inhabit.

Staff interviews, focus groups and surveys were conducted to illicit feedback directly from UW staff. Benchmarking analysis, as well as UW college cross-comparisons were done to understand how workload, processes, and organizational models could be improved.



*The future requires a focus on organizational operating models that redesign how work gets done while improving the experience of UW staff...*

## CORE CHALLENGES TO ADDRESS

### PEOPLE

**Fragmented Roles & Responsibilities:** Administrative staff often wear multiple hats, limiting specialization and efficiency

**Limited Career Paths:** Creates recruiting, retention, and mobility challenges as well as internal competition for staff

**Same Job, Different Work:** Staff with the same job title do not always have the same responsibilities, leading to imbalances in pay and workload

### PROCESS & POLICY

**Standardization not Broadly Utilized:** Leads to potential errors, delays, and process efficiencies (e.g., hiring activities)

**Inconsistent Communication:** Staff feel uninformed or misinformed of process and policy changes affecting their activities

**Different Operating Models Across Colleges:** Leads to inconsistent support and experience for students, faculty, and staff

### TECH & SYSTEMS

**Ongoing WyoCloud Adoption:** Staff still spend time working *around* the system, adding work and creating risks to fidelity

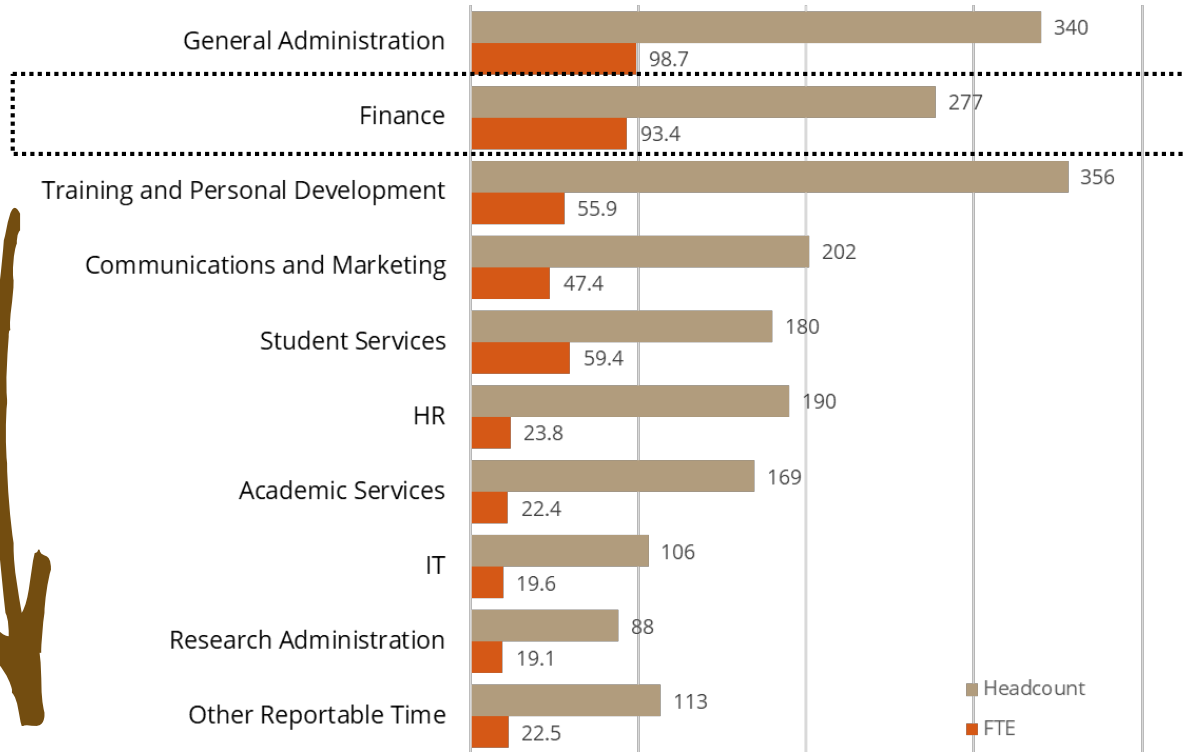
**Staff Required to Work in Multiple Systems:** With fragmented roles, staff required to know multiple systems, limiting efficacy

**Time & Expense System:** Time-intensive, manual payment processes can lead to errors and / or late payments for employees

# Why Change? | Current model leads to inefficiencies, potential delays and errors, and limited career paths

A review of the current state indicates that functional activities are fragmented across administrative staff, with a staff spending a portion of their time on multiple functional areas leading to inefficient processes, potential delays and errors, and limited career paths for administrative staff.

## Administrative Activities Survey Results



*Note:* All employees who received the survey were full-time employees

### How to Read

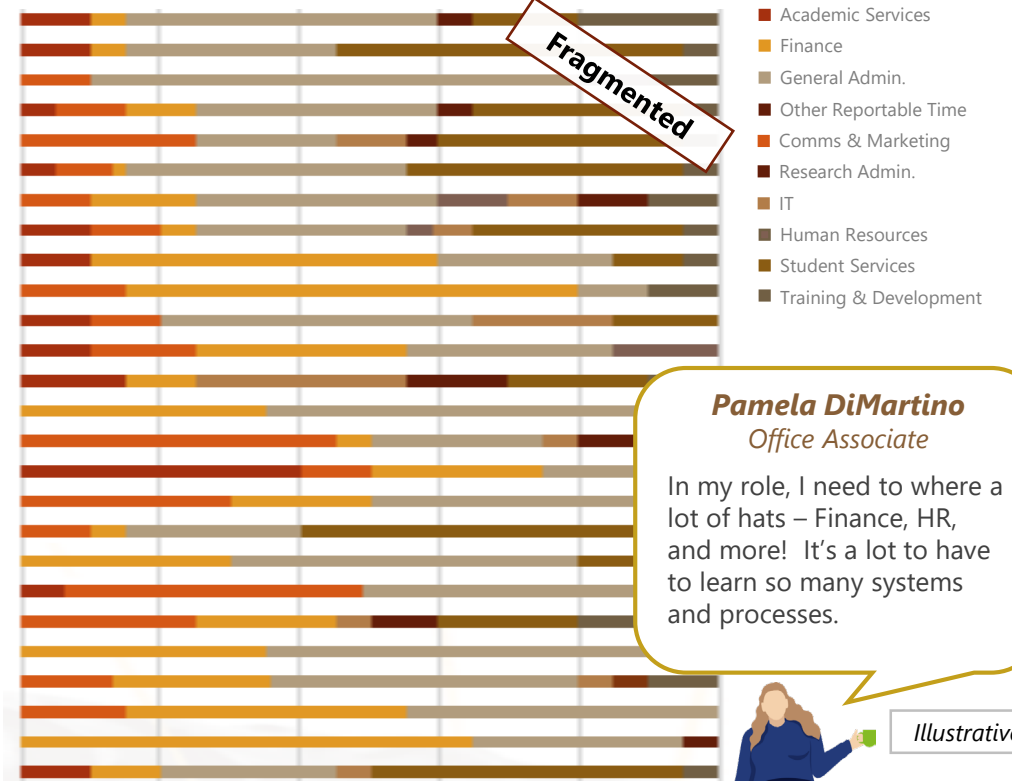
*Example:* "277 individuals are collectively spending 93.4 FTEs worth of time on Finance activities."

*Survey:* Survey respondents were asked to select activities aligned to functional areas as part of their day-to-day administrative functions. This figure shows how many full-time employees would be needed to complete work within each functional area.

## Supporting Highlight

**Fragmentation:** Staff members with the same job title appear to have fragmented roles and responsibilities that are inconsistent.

FTE Breakdown of Sample Offices Associates



**Pamela DiMartino**  
Office Associate

In my role, I need to wear a lot of hats – Finance, HR, and more! It's a lot to have to learn so many systems and processes.

Illustrative

# Why Change? | Employees feel the effects of an administrative model that limits growth and opportunity

UW staff share frustrations of navigating the organization, expressing points of view around workloads, processes, compensation, and advancement throughout their career.

## Sam Jones

Central Human Resources

For a long time, UW was the preferred place to work for folks in Laramie and the region, but I hear more and more that staff feel like they have limited options for career development, advancement, job consistency, and pay.

Given these sentiments, hiring and retention has commanded more and more of everyone's time. In the rush, requests may come into our office with errors, and processing times and workflow grind to a halt, only exacerbating the issue for employees.

All I want to do is serve and support our employees, but with all these challenges, I don't feel like I'm able to make much of an impact.

Illustrative



## Pain Points in the Employee Experience



**Reimagining the administrative model offers an opportunity to address pain points in the employee experience.**

## **Desired Future State** | Despite challenges, stakeholders have shared clear design principles to build upon

Drawing upon insights from stakeholder engagement, the following design principles have emerged:

- 1 Roles and responsibilities should be **standardized**
- 2 Workload should be **evenly distributed**
- 3 Reporting structures should be **logical and promote accountability**
- 4 Career paths should be **clear and defined**
- 5 Compensation should **reflect an understanding of the market**



# New Operating Models | A new approach to administrative operating models will help

The new approach moves to shared services for high-transaction functions, builds a stronger community of practice around direct services to students and faculty through a central community model, and reimagines general administrative support in the distributed model.

Description

## SHARED SERVICES MODEL

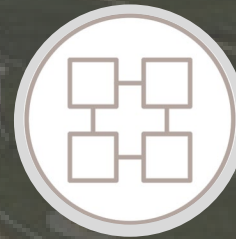
Staff are pooled into shared services with a direct reporting line to functional managers with strong central connections. Service Level Agreements created with colleges and units.



Hybrid

## COMMUNITY OF PRACTICE MODEL

Under a hybrid approach, distributed staff would form a community of practice together with a strong central connection to share best practices and move towards standardization.



Reimagined

## DISTRIBUTED MODEL

Staff report directly to the college or unit they serve, taking on a more strategic and service-oriented focus through a reimagined approach.



Proposed Areas

✓ Human Resources

✓ Finance

✓ Research Admin

✓ Academic Advising

✓ Career Counseling

✓ Academic Affairs

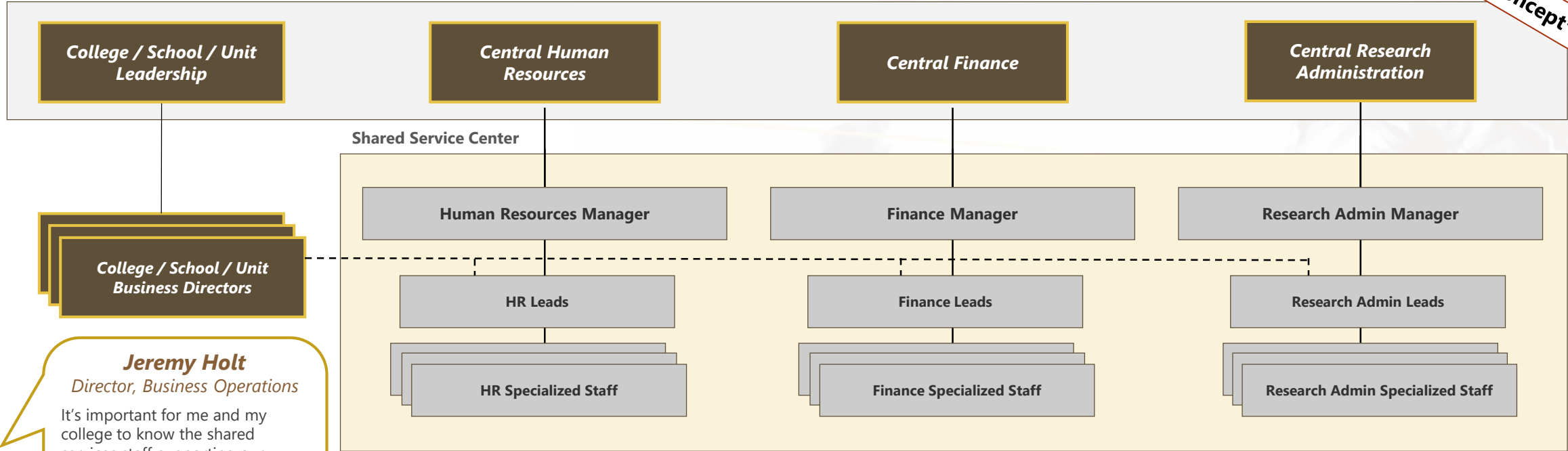
✓ General Admin

# Shared Services | Shared services can scale as desired across the University enterprise

The University will take a thoughtful, inclusive, and transparent approach to decide on the full scope and scale of shared services.

Concept\*

## Governance / Oversight



College / School / Unit Business Directors

### Jeremy Holt

Director, Business Operations

It's important for me and my college to know the shared services staff supporting our organization.

Is that what the dotted line is showing? How would that work?

**Answer:** We agree!

Through a dotted line relationship, each college and unit will have a dedicated team who knows you and your organization.

## Shared Services Concept includes both Colleges / Schools and Central Units

### Types of Reporting: Solid vs Dotted-Line

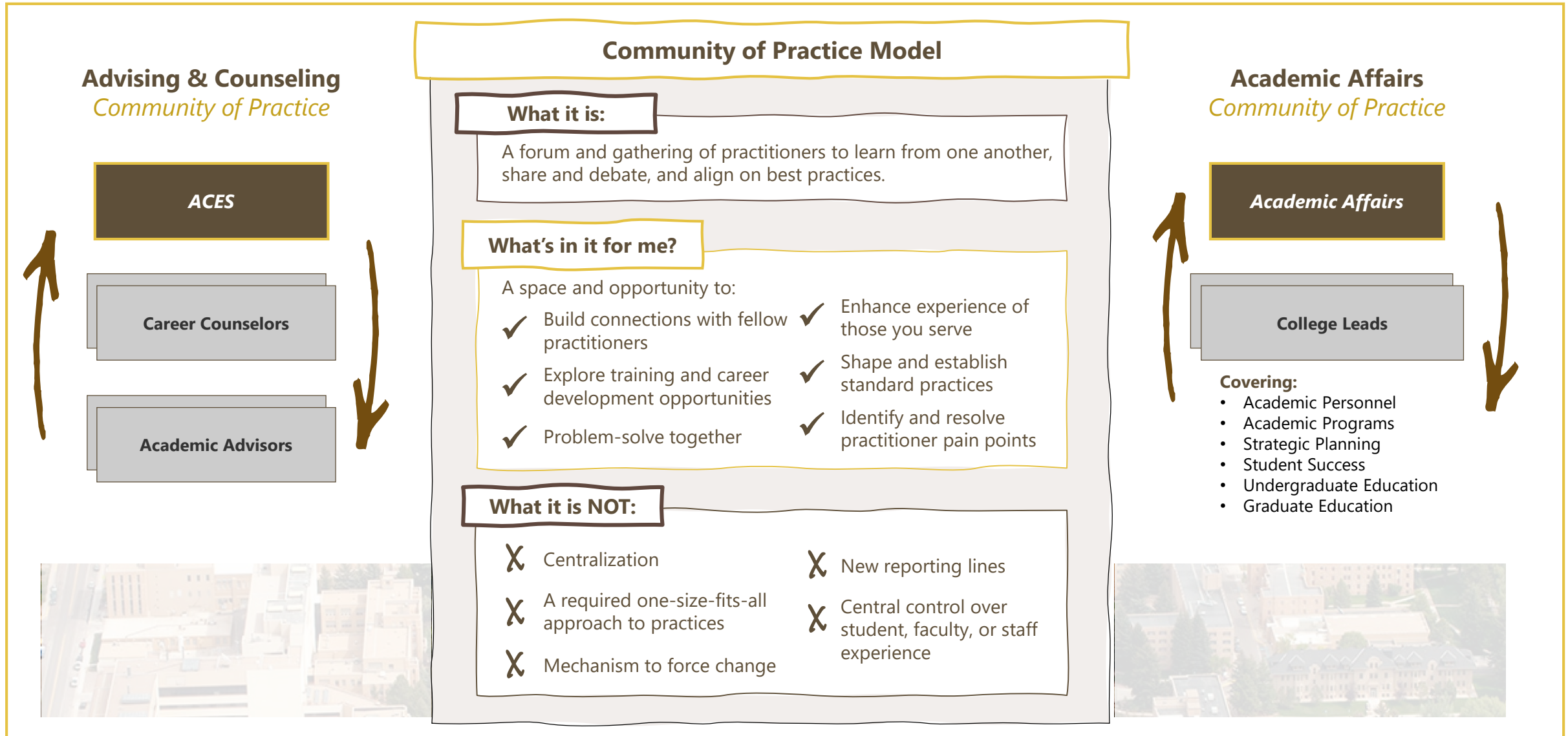
**Solid Line:** A primary reporting relationship, where the manager is directly responsible for all aspects of staff performance, oversight, and administration.

**Dotted Line:** A secondary reporting relationship where the HR, Finance, and Research Admin. Leads maintain a reporting connection with Business Directors to ensure the Shared Services Center understands the unique needs of that particular college or unit.



# Communities of Practice | Establishing communities of practice will enhance service and experience

Bringing staff together will provide opportunities to learn from one another and improve the experience for students, faculty, and staff.



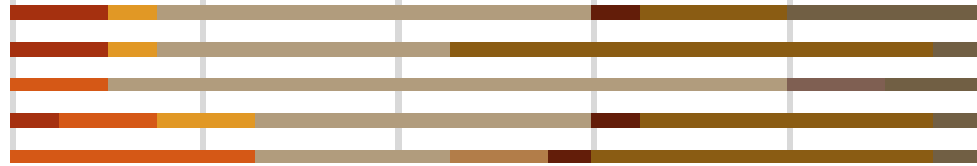
# Distributed Model | Reimagining the role of administrative staff can empower staff and renew service focus

By shifting transactional activities to shared services, there is an opportunity for colleges to reimagine what local support staff provide to colleges.

Illustrative

## Current State

FTE Breakdown of Sample Offices Associates



### Legend:

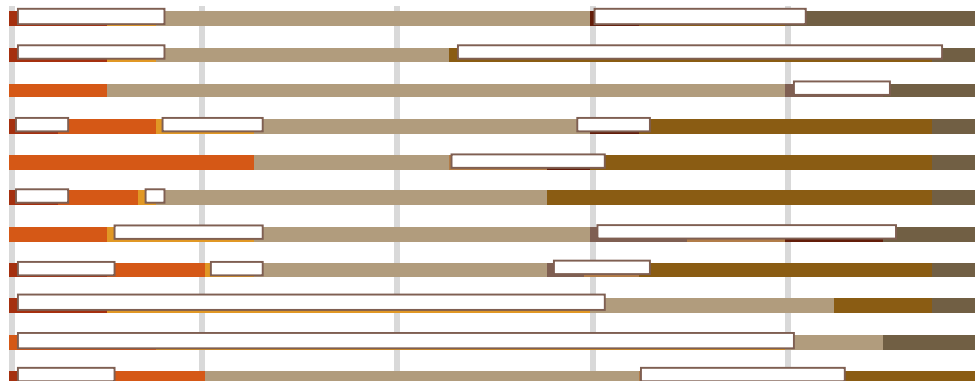
- Academic Services
- Finance
- General Admin.
- Training & Development
- Other Reportable Time
- Comms & Marketing
- Research Admin.
- IT
- Human Resources
- Student Services

Newly Available Time:



## Future State Opportunity

FTE Breakdown of Sample Offices Associates with Shared Service Functions Removed



Reimagined

## Direct Service Support



*Role Detail:* Focused on providing direct service support to students, faculty, and staff.

Activities may include:

- Welcome faculty and students
- Faculty and student support (e.g., answering questions)
- Other general admin (e.g., making copies, ans. calls)

Reimagined

## Strategic Support



*Role Detail:* Focused on strategic support for college / unit leaders.

Activities may include:

- Leader support, including agendas / presentations
- Student Services (e.g., student success, alumni relations)
- Other strategic support (e.g., commencement, website)

**Note:** Illustrative only; reimagined roles provide general direction and vision.

## Post-Implementation | Under the new model, administrative staff will be empowered to grow at UW

Once operational changes have been made, administrative employees across the University will benefit from standard roles, more evenly distributed workloads, logical reporting structures, and clearly defined career paths in service to UW's students, faculty, and staff.

**Pamela DiMartino**  
*Office Associate*

My job is great! In my direct service role, I'm basically the face of my college – and with many transactions handled by shared services, I am better able to serve the needs of faculty and students that need my help.

I am happy where I am but am also excited about my potential career paths, either towards specialization or a more strategic role.

**Jeremy Holt,**  
*Director, Business Operations*

Workload is a lot more manageable with these new reporting lines. Processes also take less time and almost seem automated.

I now spend more time helping the dean with strategic support – which has really allowed our college to take advantage of opportunities that benefit faculty, staff, and students.

**Leslie Graff**  
*Shared Services HR Specialist*

I thought shifting into a shared service would mean lose my deep college connections, but I still serve my old college and maintain my relationships.

The real difference is that I focus on a portfolio that I know well, without getting pulled in one-hundred different directions.

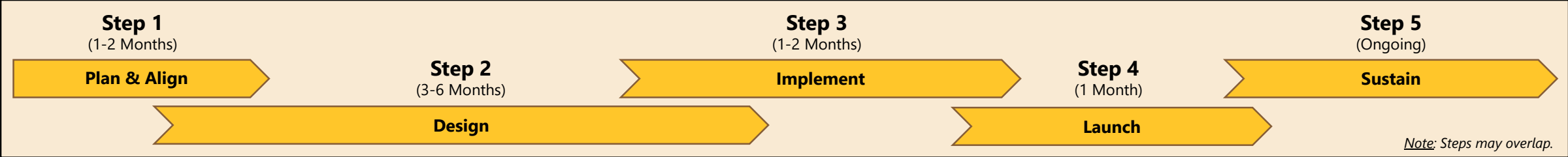
**Sam Jones**  
*Central Human Resources*

Work really seems to flow smoothly now. People know when to come to me, and I feel like I have a direct-line to the colleges.

Before the change, it took way too much time to get people hired and fill positions. Turnaround on pretty much everything has improved – and so has everyone's mood!



# Timeline | UW should consider strategic priorities, leadership alignment, change readiness, and resources



Plan & Align	Design	Implement	Launch	Sustain
<ul style="list-style-type: none"> <li>Align on model and implementation path forward</li> <li>Finalize scope (functions) and scale (colleges / units) of the model to be implemented</li> <li>Establish governance structure</li> <li>Create job descriptions for shared services functional managers and begin hiring process*</li> <li><i>Communicate and socialize</i> case for change and implementation plan with campus</li> </ul> <p><i>*Note: Recommend hiring these positions as soon as possible to allow their participation in design and implementation</i></p>	<ul style="list-style-type: none"> <li>Conduct business process design sessions by functional area</li> <li>Form workgroups to reimagine local support and communities of practice</li> <li>Develop technology / systems blueprint to support redesigned business processes</li> <li>Update impacted policies and procedures, as necessary</li> <li>Finalize shared services structure</li> <li>Complete job descriptions</li> <li>Conduct job mapping and gap analysis</li> <li>Start to negotiate service level agreements (SLAs) and funding model</li> <li>Determine key performance indicators (KPIs)</li> <li>Consider any location or organizational changes needed based on local support redesign</li> </ul>	<ul style="list-style-type: none"> <li>Build and test supporting technologies / systems according to blueprint</li> <li>Assign existing staff to new shared services positions</li> <li>Hire new positions, as necessary</li> <li>Operationalize governance structure</li> <li>Finalize SLAs with governance</li> <li><i>Communicate and socialize</i> changes and implementation progress</li> <li>Assess change / launch readiness</li> </ul>	<ul style="list-style-type: none"> <li>Go live with changes to supporting technologies / systems</li> <li>Shift staff into new roles</li> <li>Conduct training with shared services staff and unit-based staff</li> <li><i>Communicate and socialize</i> launch and provide change support</li> </ul>	<ul style="list-style-type: none"> <li>Conduct post-implementation review and benefits realization assessment</li> <li>Develop continuous improvement plan</li> <li>Track and monitor KPIs</li> <li>Sustain improvements</li> </ul>

**Job Classification and Compensation Updates**

**Project Management + Change Management + Communications**



UNIVERSITY  
OF WYOMING



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