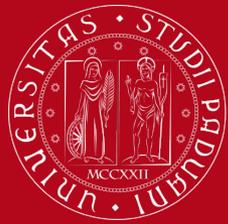




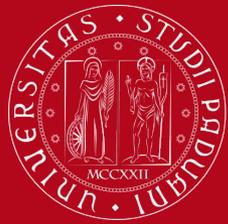
# UNIVERSITÀ DEGLI STUDI DI PADOVA

**Making positive change happen:  
organisational turnaround at University of  
Padova**

**Investing in our people, Capacity and Capability,  
Building to 'achieve change that sticks'**



- **Investing in people and teams**
- **Building a positive culture:  
organisational development**



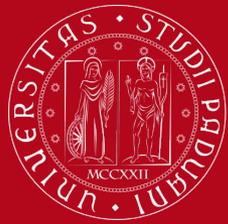
# **The University of Padova's turnaround from the viewpoint of Technical & Administrative Personnel**

**From October 2015 to July 2018 – President of Technical and Administrative Staff Council**

**The Council is an elected collegial body with advisory and proposal functions.**

**In particular, the Council delivers opinions on:**

- **University organisational, planning and programming documents, including the annual and triennial budget;**
- **regulations concerning technical and administrative staff;**
- **criteria for the organisation of technical and administrative staff**



## **Before the turnaround at the University of Padova:**

- **some employees had expressed to the Council through their representative in the Departments, the feeling of being «stuck» in their present job with no possibility of a career advancement.**
- **in the annual personnel survey the satisfaction of employees career development had declined from previous years.**



**The Council analysed the issue and found that this feeling was caused mainly by:**

- **External constraints:**
  1. **the knowledge that due to the rigidity of the Italian public sector system career progression was possible only through public competition.**
  2. **financial restriction imposed by law in past years reduced the number of opportunities available. Administration could not offer positions of more responsibility and a higher salary to employees willing and capable to make a difference.**



- **Internal issues:**
  3. **perception that individual abilities were not being recognised and it seemed that positions and responsibility were being «given» to people and not deserved.**
  4. **ambition was stifled. Some office Managers were lacking in recognising and promoting their staff achievements or they were reluctant in letting their staff move to other offices.**



**University of Padova's decision to change the organisation impact on University personnel.**

**Reaction of employees were mainly:**

- 1. Skepticism from who had experienced the previous turnaround (roughly 20 years ago).**
- 2. Uneasiness. Did not know what to expect from a new Rector (elected in June 2015) and a even newer General Director (since January 2017).**
- 3. Hope that the tunaround would bring a real change and create new opportunities.**



**University of Padova's decision to change the organisation.**

**A personal point of view.**

- 1. Work experience abroad exclusively in private sector.**
- 2. Change was not a novelty.**
- 3. Already made steps to show my willingness to take more responsibility.**



**The turnaround from my point of view.**

**Job posting as an opportunity:**

- 1. Put me forward for head of office where I was working.**
- 2. To be considered for another office I was interested in working.**
- 3. Make a good use of my experience and knowledge.**

**Overall it was a chance for employees to voice their ambition and to show their capabilities and to top it off by having the opportunity to have an interview, with non other than the Director General... and in English!**



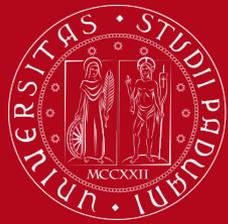
**What was I expecting? To go from this...**





**... to this!**





**The University of Padova recognised my abilities and ambition and considered me for the position of Chief Financial officer of a Department when the Job posting results were announced.**

**My decision to accept the position as head of the tax office, where I had been working from the beginning, was due to: a strong connection to the team as well as a great opportunity to grow and develop my skills as a manager.**



## **The turnaround so far for the employees:**

- **Initial impact of surprise at some of the choices made by the Commissions. A sign that changes can really happen.**
- **Adjustment of the new office managers to their new roles and new organisation, especially for those who have never managed an office before.**
- **Still some «fine tuning» to do about who does what process**
- **New expectations from Department personnel who are next in line for the turnaround.**
- **...a lot of work!!!**



## **TAX OFFICE**

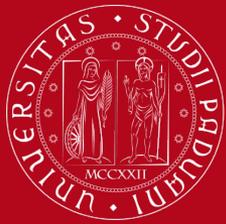
**The Tax Office ensures the fulfilment of the University's tax obligations, guaranteeing coordination, updating and advice in tax matters to all of the University's subdivisions.**

### **Personnel Section**

- **Tax and pension contribution compliance on employees and external personnel (declarations and payments, application of tax deductions, tax rate changes, tax payment certificates)**
- **Tax consultancy**
- **Taxpayer obligations**

### **VAT and Property Section**

- **VAT calculation and payment and related declarations**
- **Payment of taxes on properties**
- **Consultancy to subdivision staff on VAT and property taxes**
- **Delivery of information on companies**



## **TAX OFFICE**

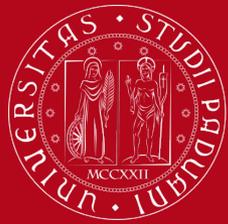
**Staff number increased from 7 before turnaround to 8 now.**

**This new resource will be used to cope with increasing Government tax obligations and the simplification of Departmental and Centre tasks.**



## **Building a positive culture**

- 1. Improvement of relations with other offices, Department and Centres based on cooperation and efforts in reducing red tape.**
- 2. Organisational decision making more transparent.**
- 3. Increased responsibility and accountability of Area and Office Managers.**
- 4. Support of Administration with half yearly meetings to monitor improvements and tackle issues.**



## **My goal as an Office Manager**

**To build a strong team with the new members ready to cope with the growth of activities and new challenges.**

**To give my contribution to the University of Padova in achieving its objectives.**

**Thank you!**