



UNIVERSITÀ
DEGLI STUDI
DI PADOVA

HUMANE Study Visit

Reinventing the administration

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Padua, Nov 26 2018



Reinventing the administration

AGENDA (a very simple one...)

- *WHY*
- *WHEN*
- *WHO*
- *HOW*
- *WHAT*
- *PRACTICAL EXAMPLE*
(*Finance and Planning Area*)





What did we have?

- Lack of efficiency
- Lack of effectiveness
- Discontent
- Dissatisfaction



What did we need?

Improve the Organizational climate

Improve the quality of services by:

- Organizational turnaround
- Attention to users
- Strengthening of internal and external communication





Main objectives of the strategic policies

OUTPUT

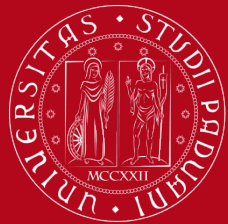
- Organizational transformation
- Management by objectives and performance system review

IMPACT

- Internal users more satisfied
- **External users more fulfilled**

OUTCOME

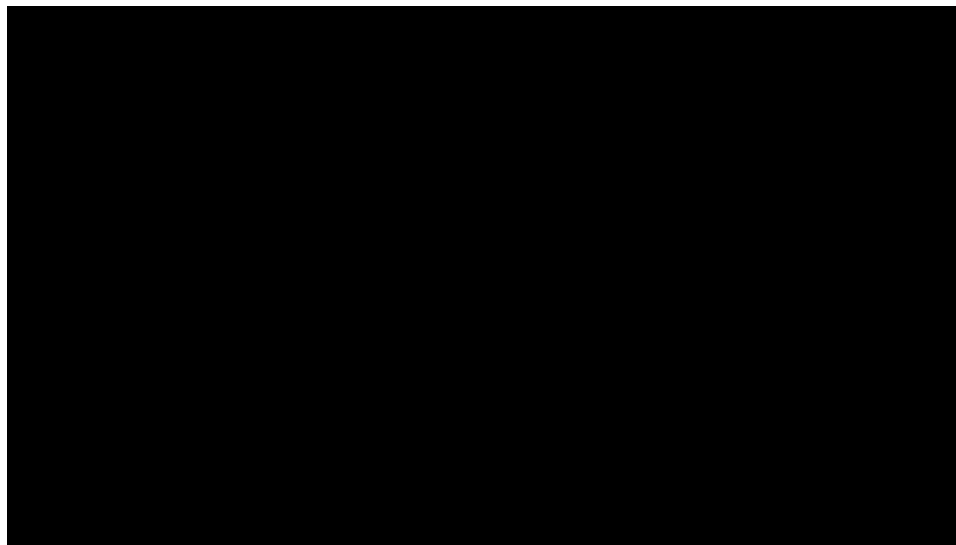
- More efficiency
- More effectiveness



WHY?



Do you know Flash?



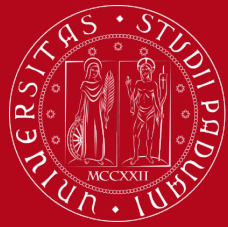
Common feeling about bureaucracy....



Milestones

- October 2015: New Governance with Rector Rosario Rizzuto and his Team
- December 2015: Strategic policy regarding the organizational turnaround
- January 2017: Alberto Scuttari is the new Director General
- August 2017: Central administration new Organization is stated
- August 2017 – October 2017: Job Posting procedures
- December 2017: designation of the new Heads of Offices
- **January 2018: turnaround complete!**





First Step = Top Down

Strategic Policy and Director General Objectives

Second Step = Bottom Up

Managers proposals

Third Step = Business process analysis and reengineering
(Director General, managers and external advisory)

Last step: setting up of the new organization,
reengineered processes and profiles of the new positions





What's wrong?

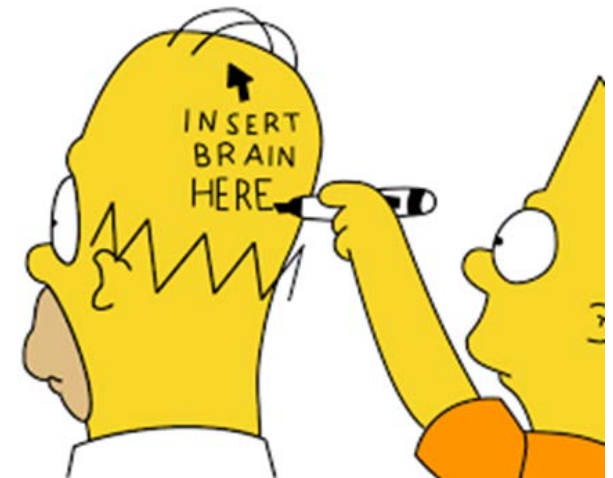
- **Too many offices** (fragmentation of decisional process)
- **Too many additional salaries** not related to actual responsibility (lack of process responsibility)
- **Lack of empowerment** and delegation
- **Freezed organization** and middle management (lack of coherence between strategic policy and organizational setup)

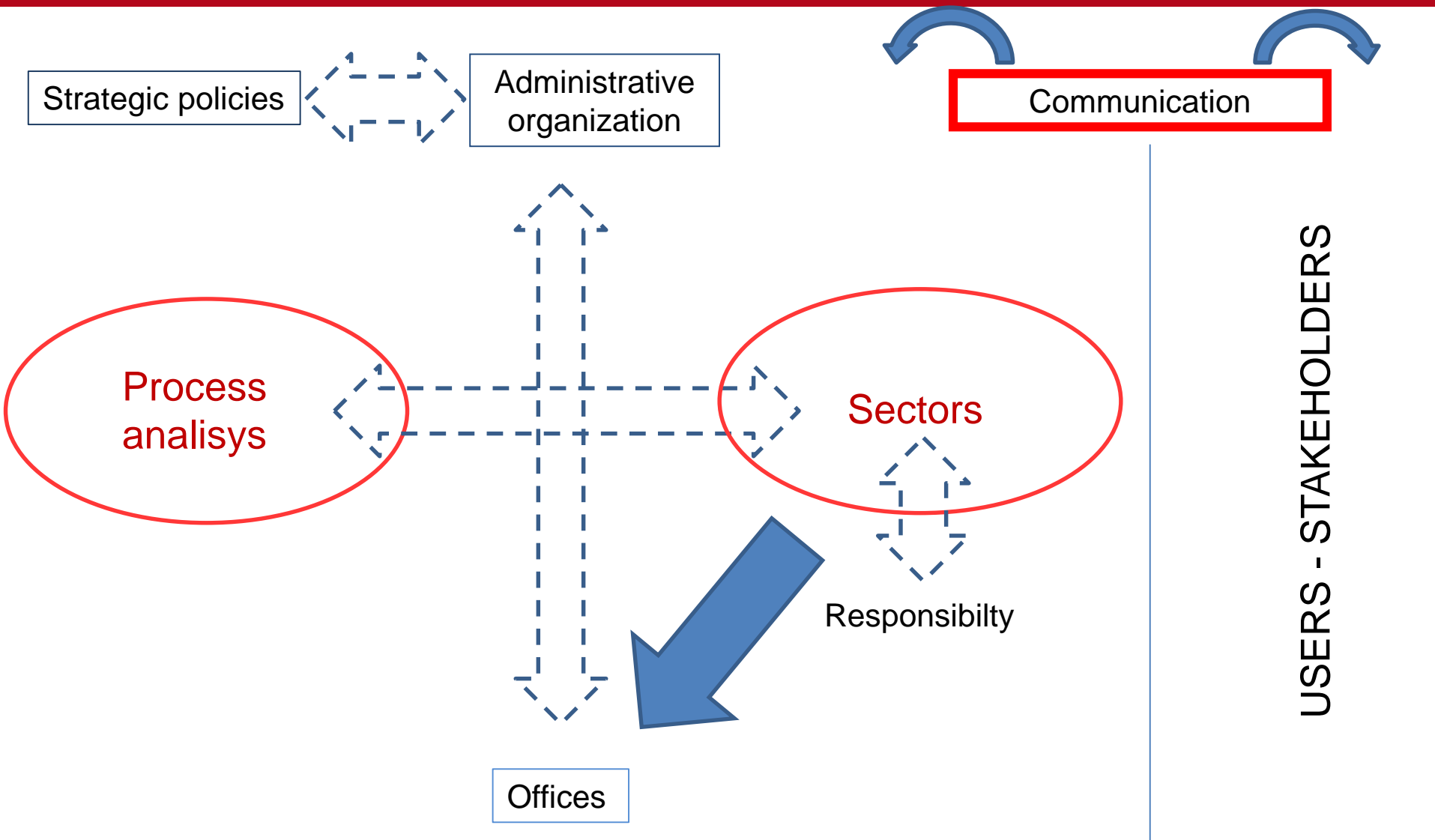
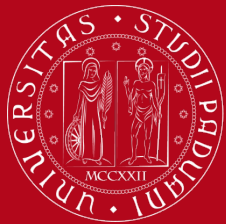




What to do?

- **Promote «external» coherence** between strategic policies and organization
- **Promote «internal» coherence** within each Area of central administration
- **Reduce** the number of Offices
- **Identify specific process responsibilities**
- **Strengthen** the internal and external **communication system**







Process analysis

- Based on «Good Practice» project

(GP is a benchmarking project on efficiency and effectiveness promoted by the Politecnico of Milan, involving about 30 Italian Universities)

- Analysis of 245 processes in order to verify the current VS potential allocation to single offices
- Grouping consistent processes into «sectors» of activities
- Setting up Sectors as organizational Units
- Awarding a responsibility to Sector's heads
- Assignment of homogeneous Sectors to each current VS potential Offices
- Reshaping the organization





Principles to reorganization

- Transparency
- Responsibility
- Coordination
- Specialization
- Efficiency
- Dimension
- Evaluation





Main figures

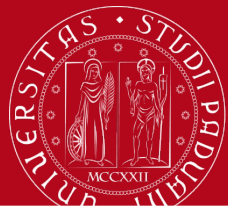
From 6 to 9 Areas (managers);

From 51 to 38 Offices (middle managers)

From 0 to 96 Sectors (positions with responsibility)

No additional salary without responsibility !





Organization on Dicembre 2015			Organization on January 2018				
Area	Services	Staff	Area	Staff Sectors	Offices	Sectors	Staff
General Direction	10	81	General Direction	0	3	0	24
General Affairs	6	38	General and Legal Affairs	2	4	4	42
Personnel and Org.	8	60	Human resources	1	4	11	75
Finance, planning and control	5	63	Finance and planning	3	4	10	63
Education and services to Students	7	133	Education and Sevices to Students	0	5	18	154
International Relations, Research and tech. transfer	7	64	Research and business relations	1	4	9	47
Buinding, Property and procurement	8	79	Buinding and Safety	1	3	6	47
			Property and procurement	1	4	6	44
Center for information technology		55	Area for Information and telecommunication	1	3	8	59
			Communication and markt	2	4	11	61
Total	51	573	Total	12	38	83	617

12/2015

12/2016

12/2017

01/2018

FINANCE, PLANNING AND CONTROL

Budget and Accounting Central Administration Service

FINANCE, PLANNING AND CONTROL E CONTROLLO

Units Budget Service

FINANCE, PLANNING AND CONTROL

Budget and Accounting Central Administration Service

FINANCE, PLANNING AND CONTROL

Units Budget Service

FINANCE, PLANNING AND CONTROL

Fiscal coordination and VAT Service

FINANCE, PLANNING AND CONTROL

Management control Service

FINANCE, PLANNING AND CONTROL

Fiscal coordination and VAT Service

FINANCE, PLANNING AND CONTROL

Planning and management control Service

GENERAL AFFAIRS

Transparency and anti-corruption Service

GENERAL AFFAIRS AND COMMUNICATION

Audit, transparency and anti-corruption Service

FINANCE, PLANNING AND CONTROL

Audit, transparency and anti-corruption Service

FINANCE, PLANNING AND CONTROL

Movable assets Service

PROCUREMENT AND LOGISTICS

Movable assets Service

PROCUREMENT AND LOGISTICS

Logistic and property Service

FINANCE AND PLANNING

Staff – Financial planning Sector

FINANCE AND PLANNING

Budget Office

FINANCE AND PLANNING

Accounting Office

FINANCE AND PLANNING

Staff – ICT development and support Sector

FINANCE AND PLANNING

Tax Office

FINANCE AND PLANNING

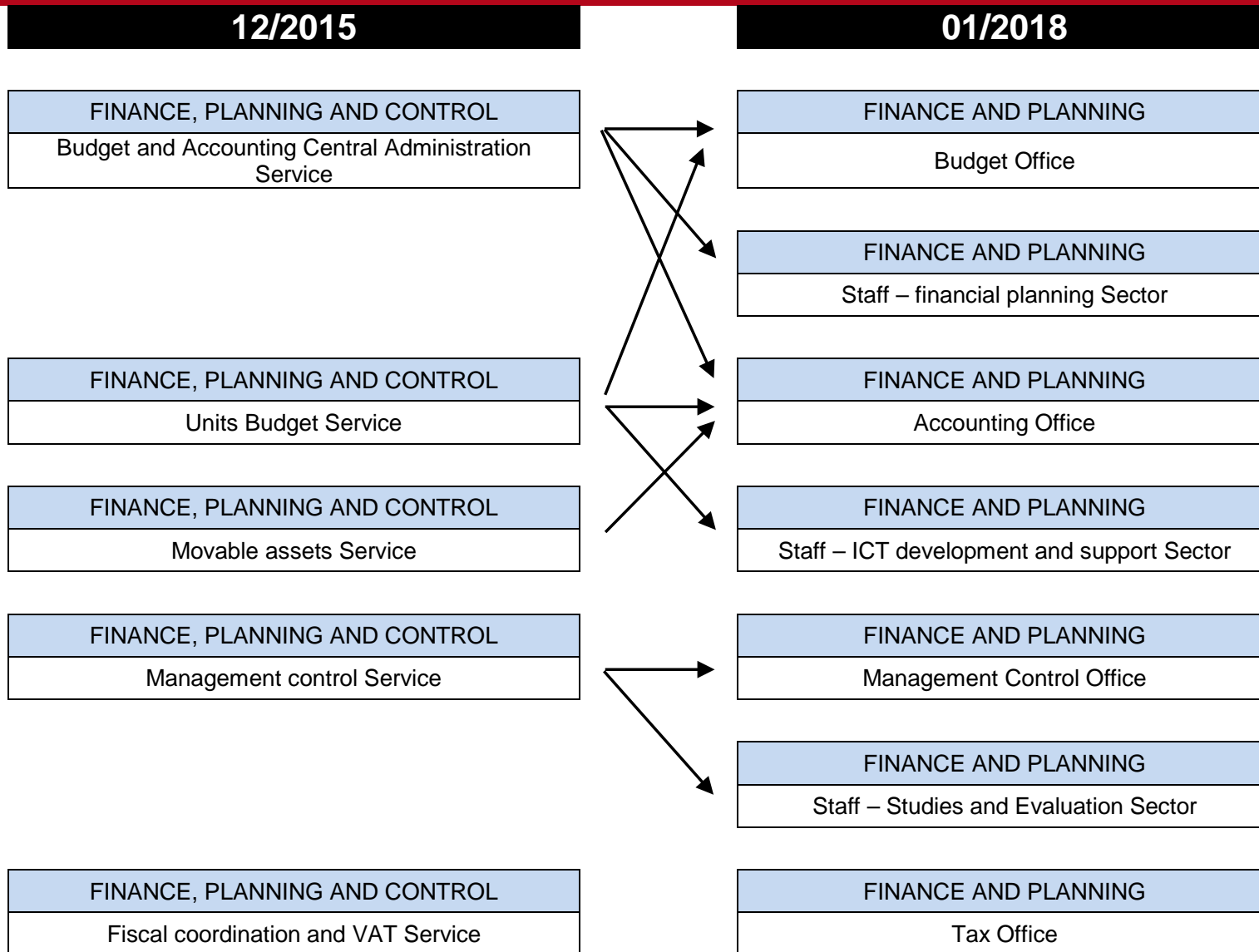
Management control Office
Planning and reporting Sector
Internal audit Sector

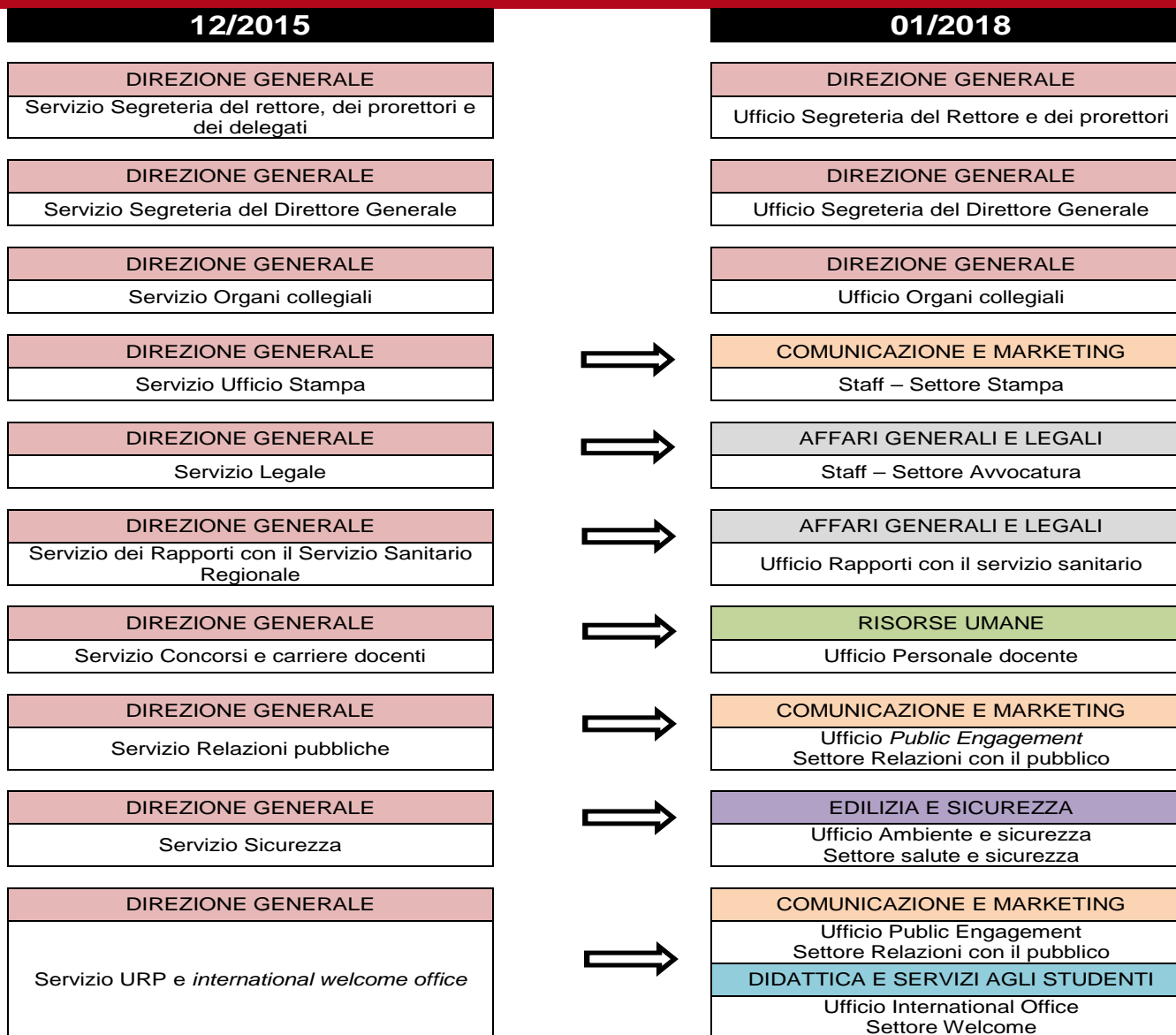
FINANCE AND PLANNING

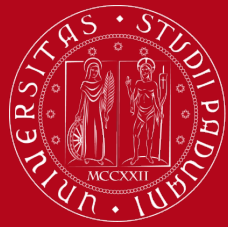
Staff – Study and evaluation Sector

PROCUREMENT AND LOGISTICS

Logistic and property Office







The job on Finance and planning Area

- Process analysis (as is and to be)
- Manager proposals
- External advisory



- Setting up of new Offices and Sectors
- Reengineering of processes for each Office and Sector
- Definition of roles and expected skills and competencies



Attachment 1

Pro tempore Responsible Marco Porzionato
Position **Finance and Planning Area** (Area Finanza e Programmazione – AFiP)
Refers to (position) Director General

1. **Mission**

Mission Central administration

We need to raise aspiration, provide support and remove some of the bureaucratic barriers that make it difficult.

Mission Area

We guarantee the effective planning and management of resources in order to increase opportunities, simplify procedures and generate value for excellence.

2. **Purpose of the position**

Ensure the control of the economic and financial variables of the University, through the implementation of policies on administrative, accounting, fiscal, budget and management control matters, ensuring compliance with legal requirements, optimal management of financial resources, accounting integration of the University's various subdivisions, support for decision-making and information processes. Guarantee the monitoring of audit processes relating to transparency and possible corruption offences.



3. **Dimension**

Personnel: 60 people

Economic dimension: University budget

4. **Context** - List of external/internal relations networks:

The position is divided into four Offices dedicated to the management of the University's budget activities and the management of accounts receivable (commercial and non-commercial), accounts payable and tax.

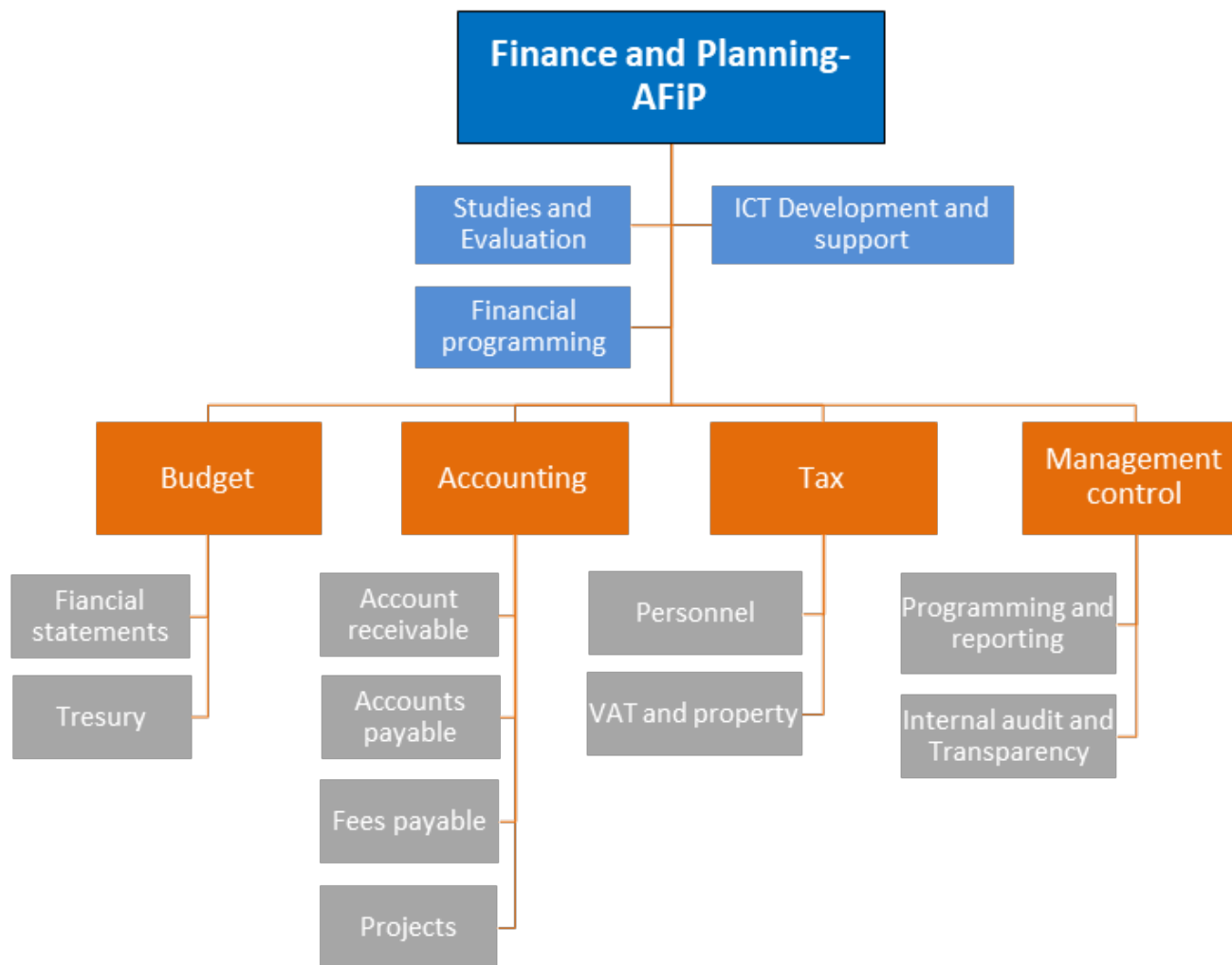
The position manages the entire budgeting process, including planning and control, audit, transparency and anti-corruption processes, prepares the annual financial statements and all related documentation; it also manages debt issues as part of investment plan-related decisions.

The position is also required to support the Evaluation Board (Nucleo di Valutazione) and provide the data requested by it. In addition to interact with all internal subdivisions to support the economic and financial management of the other Areas, AFiP deals externally with financial institutions such as local banks, including University Treasury, Veneto Region, the Ministry of the Economy and Finance, the Ministry of Education and Research and the Italian Court of Auditors.

5. Participation in communication and decision-making processes:



Purpose	Inf.	Shared with
1. Ensure the accounting integration of the various subdivisions and prepare the consolidated balance sheet of the University, optimizing the information flow between the Central Administration and the other subdivisions.	D	
2. Ensure the definition of the operational planning of budgeting process, based on the guidelines defined by the Director General in agreement with all the other Area Managers and the Directors of Departments, prepare reports and analyses necessary to verify the alignment of results to the budget objectives.	D	With the contribution of all other Areas
3. Ensure the formulation of structured analysis and reports aimed at the continuous monitoring of the University's economic performance, and the analysis of deviations from the budget, suggesting ad hoc corrective actions.	D	
4. Guarantee the identification, analysis and planning of optimising financial resources opportunities, defining implementation procedures and tools.	D	
5. Guarantee the control of accounting and administrative processes, managing their implementation ensuring their timing, accuracy and completeness, in accordance with accounting standards.	D	
6. Ensure the management of accounts and the control of economic inflows, with regard to both institutional revenue and commercial revenue.	D	
7. Ensure the control of the processes of accounting for expenses incurred and tax optimization.	D	
8. Guarantee the monitoring of audit processes relating to risk management and compliance system, also with regard to the prevention of corruption and transparency	D	
9. Guarantee information support by responding to periodic and extemporaneous requests from the Evaluation Board (Nucleo di Valutazione), as well as maintaining a dashboard for top management of the subdivisions with reference to accounting, management control and tax processes.	S	ASIT





FINANCIAL PROGRAMMING SECTOR

Support to the Area Manager in matters of financial planning and monitoring of the University's economic and financial balances.

- Analysis and evaluation of the economic and financial sustainability of the proposed resolutions and regulations of the University
- Support to the construction and monitoring of general budget balances and to the identification and implementation of development projects within the regulatory framework
- Programming and financial analysis, multi-annual cash flow forecasts and monitoring of medium and long-term economic and financial sustainability conditions
- Forecasting, monitoring and analysing income and expenditure trends and maintaining relations with the Ministry of Universities and the Ministry of the Economy and Finance regarding cash requirements
- Analysis of the financial impact of contracts, agreements, donations, legacies and contributions made and received
- Any other activity or function specifically assigned by the Area Manager in financial matter



ICT DEVELOPMENT AND SUPPORT SECTOR

Designs and implements procedures, including IT procedures, to support the activities of the Area with particular reference to accounting, management control and tax processes.

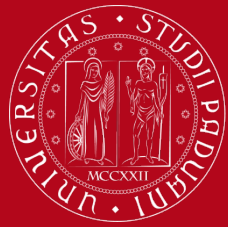
- Datawarehouse monitoring and development
- IT support to Area processes
- Directional information support
- Development of innovative applications and procedures for the simplification of administrative and management processes

STUDIES AND EVALUATION SECTOR

Support the University Evaluation Board:

- Data collection and processing
- Analysis, drafting of minutes and documents

Analyses and in-depth studies on performance evaluation and support activities to Director General and other governing bodies in relation to University key indicators.



BUDGET OFFICE

The Budget Office ensures the unified management of all phases of the budget cycle and prepares the budget and final accounting documents.

Financial statements Sector

- Forecast//budget management
- Monitoring of economic and financial balances
- Monitoring of balance sheet funds
- Monitoring of debts and receivables, of participations and other asset and liability items
- Preparation of the financial statements, reports and notes to the financial statements
- Consolidation of the University's single financial statements with those of its subsidiaries

Treasury Sector

- Payment of staff emoluments
- Preparation of Homogeneous Financial Statements
- Preparation of SIOPE prospectuses
- Management of Petty Cash



ACCOUNTING OFFICE

The Accounting Office ensures the coordination and operational alignment of the University's accounting operations (Central Administration and local Units - i.e. Departments, Centres)

Accounts Receivable Sector

- Supervision of the invoicing process of all the University Units

Accounts Payable Sector

- Accounting supervision of the invoices received by all the University Units
- Keeping of inventory of tangible assets

Fees Payable Sector

- Supervision of the assignment cycle and fee payment process of all University Units
- Support to Mission Regulation

Project Sector

- Supervision of the accounting and management of University accounting projects
- Collaboration for accounting processes, PJ control and accounting operations in U-GOV



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 Units.

Personnel Sector

- 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 Sector

- 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



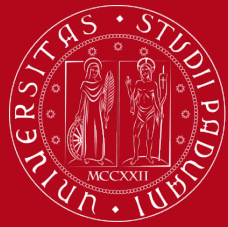
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PRACTICAL EXAMPLE

MANAGEMENT CONTROL OFFICE

The Management Control Office ensures the constant and correct pursuit of the University's objectives in full compliance with the principles of effectiveness, efficiency and good administration.

In particular, it supports the elaboration and development of tools for strategic planning, operational planning and evaluation of the organizational performance of the University and its subdivisions, oversees the management control and management accounting system, the internal control and risk assessment system, ensuring support for the person responsible for corruption prevention and transparency in the matters they oversee.

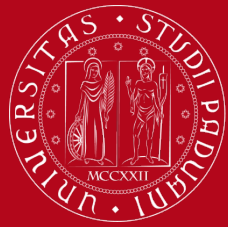


Programming and Reporting Sector

- Management control (design and supervision of the University planning and control system)
- Planning and evaluation of organizational performance and operational management of the performance cycle
- Management accounting, Management support and reporting
- Definition of criteria and methodologies for the enhancement of costs and services of the University - Customer satisfaction and benchmarking analysis
- Monitoring and simulations of the Ordinary Fund, in-depth analysis of the dimensions affecting the determination of specific tranches
- Analysis, study and coordination of the three-year University programme (PRO3).

Internal Audit and Transparency Sector

- Internal Auditing: design and implementation of the Audit Plan; carrying out assessments on the correct performance of institutional tasks and all types of risk and checks on the correctness of procedures and measures to mitigate corruption risk (according to the Three-year Plan for the Prevention of Corruption)
- Supervision of procedures related to the exercise of “Civic access”
- Support for the person responsible for corruption prevention and transparency by monitoring compliance with transparency and prevention requirements.



Next step

...finding out the right people
for the right position....



a Humane Resources matter....



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Thank you for your attention!