



UNIVERSITÀ
DEGLI STUDI
DI PADOVA

Reinventing the administration

26 novembre 2018

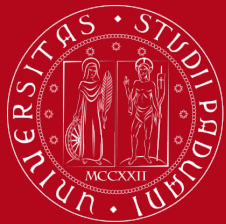


Rules governing work in universities

Recruiting

- Competitive process only
- Technical tests
- Limited verification of transversal skills
- Evaluation of degrees not of references





Rules governing work in universities

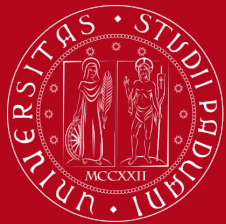
Career progression

Internal career progression can occur as much as external recruitment.



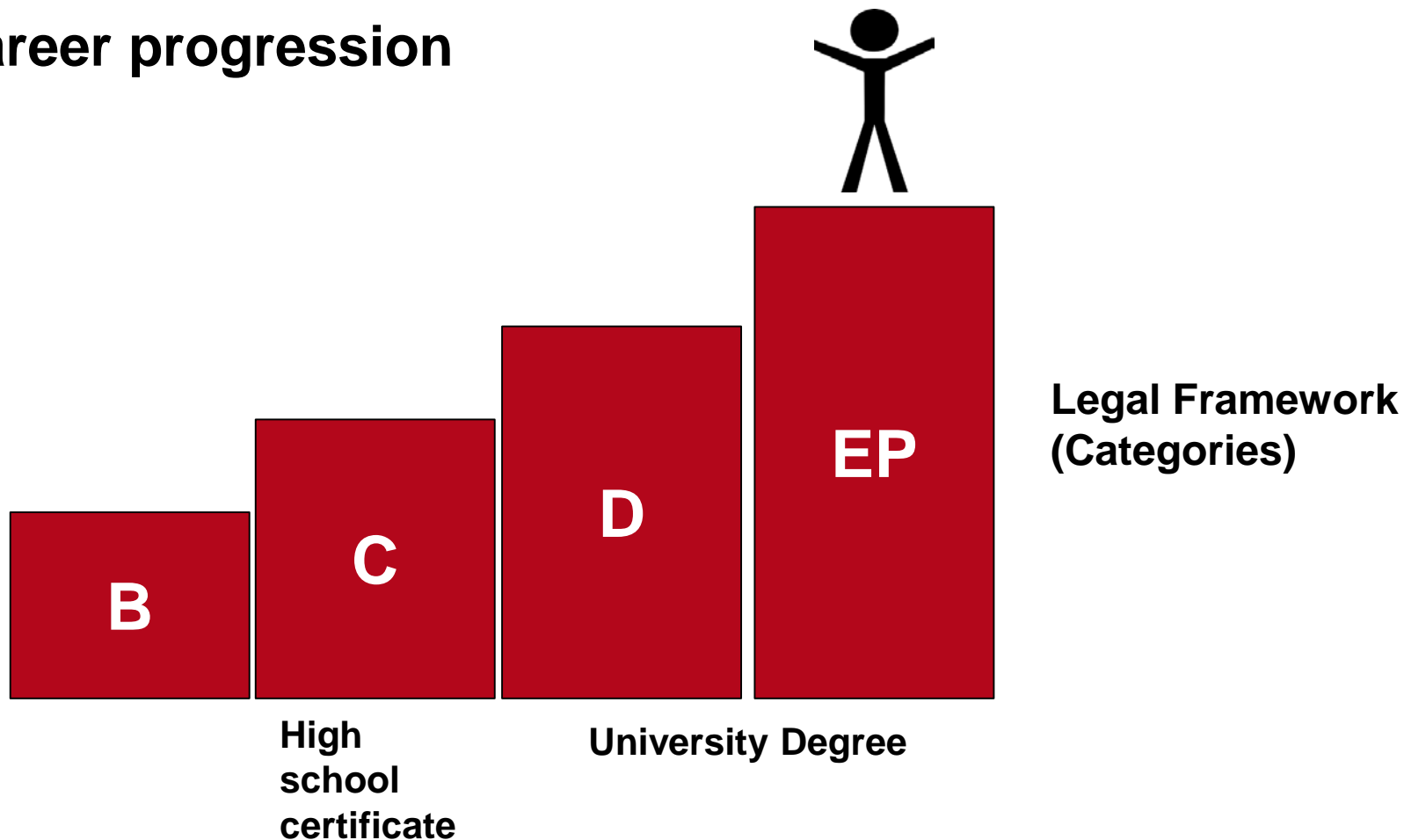
HOW

- Through internal competition
- Based on technical tests
- Fewer limits in the evaluation of transversal skills
- Possibility to evaluate past performance



Rules governing work in universities

Career progression



Rules governing work in universities

Career hierarchic progression



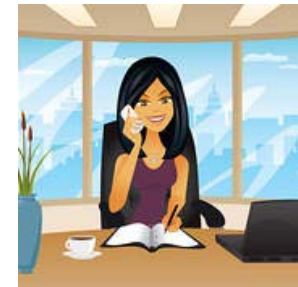
Employee



**Head of
Office**



**Office
Manager**



**Area
Manager**



Rules governing work in universities

Salary

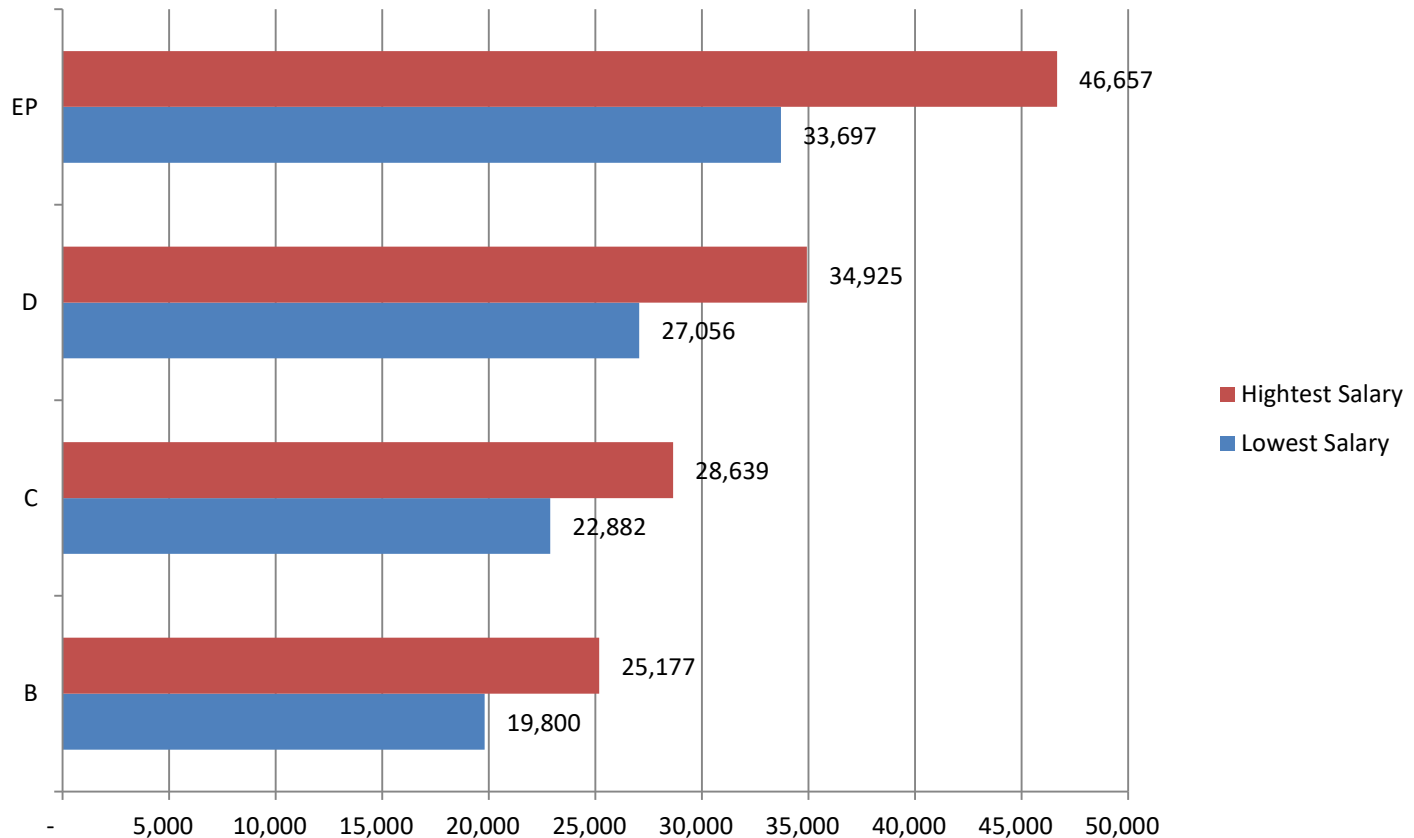
Related to responsibility

Related to performance

**Fixed
Same Within Each Category**



Fixed Salary



Rules governing work in universities

Mobility between offices old vision

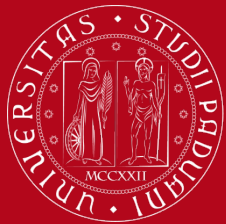


You need the
permission of
the Director



National regulations

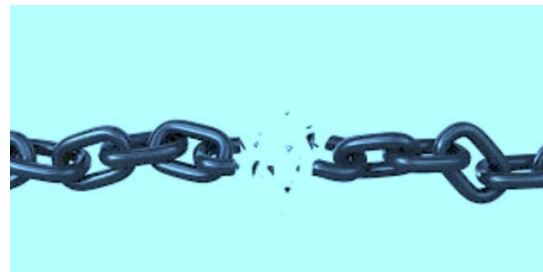




Build the change

Breaking patterns by modifying the rules

Using self-governance to create new rules



Recruiting

work in progress

Career development

a new vision

Mobility between offices

rules are changed

Salary

a new vision



The new vision

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

Career development clear, transparent, achievable

Opportunities to apply for any position are known

Salary related to any responsibility are known

All information is publicly available

The new vision

Mobility between offices

Director advice



Salary

Related to responsibility position not to categories

Greater economic weight of performance evaluation



10 KEY FACTORS

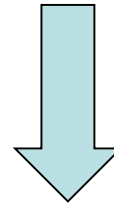
Skills	Education Professional experience Job Human resources managed Internal/External Relation
Problem Solving	Decision-making autonomy Decision-making difficulty
Outcomes	Level of autonomy Budget Economic impact



Range	Addictional Salary	Position	Legal Framework
1	€ 8.000 - € 11.000	Office Manager	EP - D
2	€ 4.000 - € 8.000		
3	€ 2.500 - € 4.000	Head of Office	EP - D - C



Identify the right people for each Office Manager Position



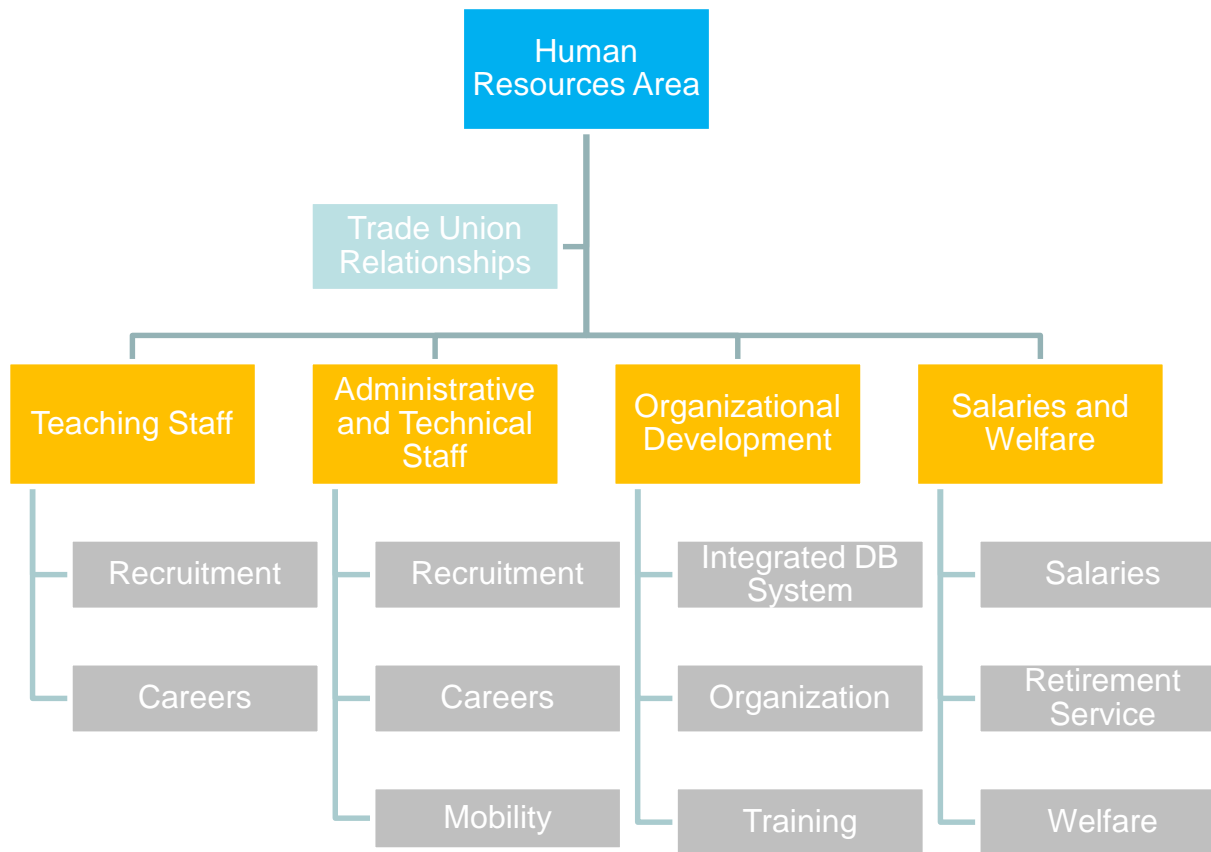
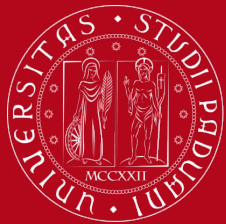
Job Description

Goal of position
Activities to be supervised



Professional Profile

Technical Skills
Soft Skills



MISSION: We need to boost everybody's talents to create winning teams able to plan easy solutions for reaching complex goals

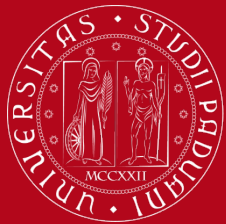


Goals of the position

- Management of the organizational structure, by adjusting it to the evolving needs of the University, consistently with the cultural and technological changes, using planning, programming and managing of the personnel training processes.
- Gradual alignment of the information technology procedures, relating to personnel, within the University information technology policy.

Activities

- Analysis of the organizational models, of efficient process assignment to the organization offices and subdivisions
- Job analysis and job evaluation
- Setting of the salary policies and management of the rewarding system
- Management of individual performance evaluation system
- Administrative and technical staff training
- Personnel technical and soft skills mapping
- Human resources data base control (regarding people personal information, salary and legal framework, training, individual performance, rewarding system)



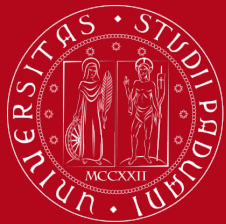
Technical skills

- Change Management and HR Management
- Training techniques
- National university legislation and University of Padua regulation
- Organizational analysis techniques
- Job evaluation systems, individual performance methods and individual potential evaluation techniques
- Knowledge of data base and information technology systems
- English language upper-intermediate level (B2)

Soft Skills

- Innovation
- Result Orientation
- Human Resources Management
- Integration
- Innovative Solutions



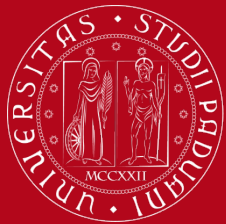


COGNITIVE AREA	Flexibility Innovation Decision Making
ACHIEVEMENT AREA	Planning Result Orientation Deal of Initiative Human Resources Management
RELATIONAL AREA	Communication Leadership Integration Negotiation
PROFESSIONAL AREA	Precision and time-keeping Problem Solving Innovative Solutions Good Relational skills



- Job Posting internal procedure
- Publishing on an intranet platform of the job description and the required professional profiles (July 2017)
- Communication to all the University staff of the opening of the selection process
- Collection of the applications (400)
- Analysis of CVs(240) and individual interviews (about half an hour long)
- Evaluation made by an expert Commission which included General Director, the Manager of the relevant Area, an outside professional, a recruitment professional
- Analysis and evaluation of the applications ended December 2017
- 36 Office Managers appointed (two remaining positions were filled in March 2018)





- Internal scouting within the University, focusing on:
 - staff holding positions in different areas
 - Job Posting procedure applicants
- Individual Interviews
- Evaluation made by each Area Manager, in agreement with the appointed Office Managers
- In March 2018, 80 Heads of Office were appointed
- At present, 16 positions are still vacant





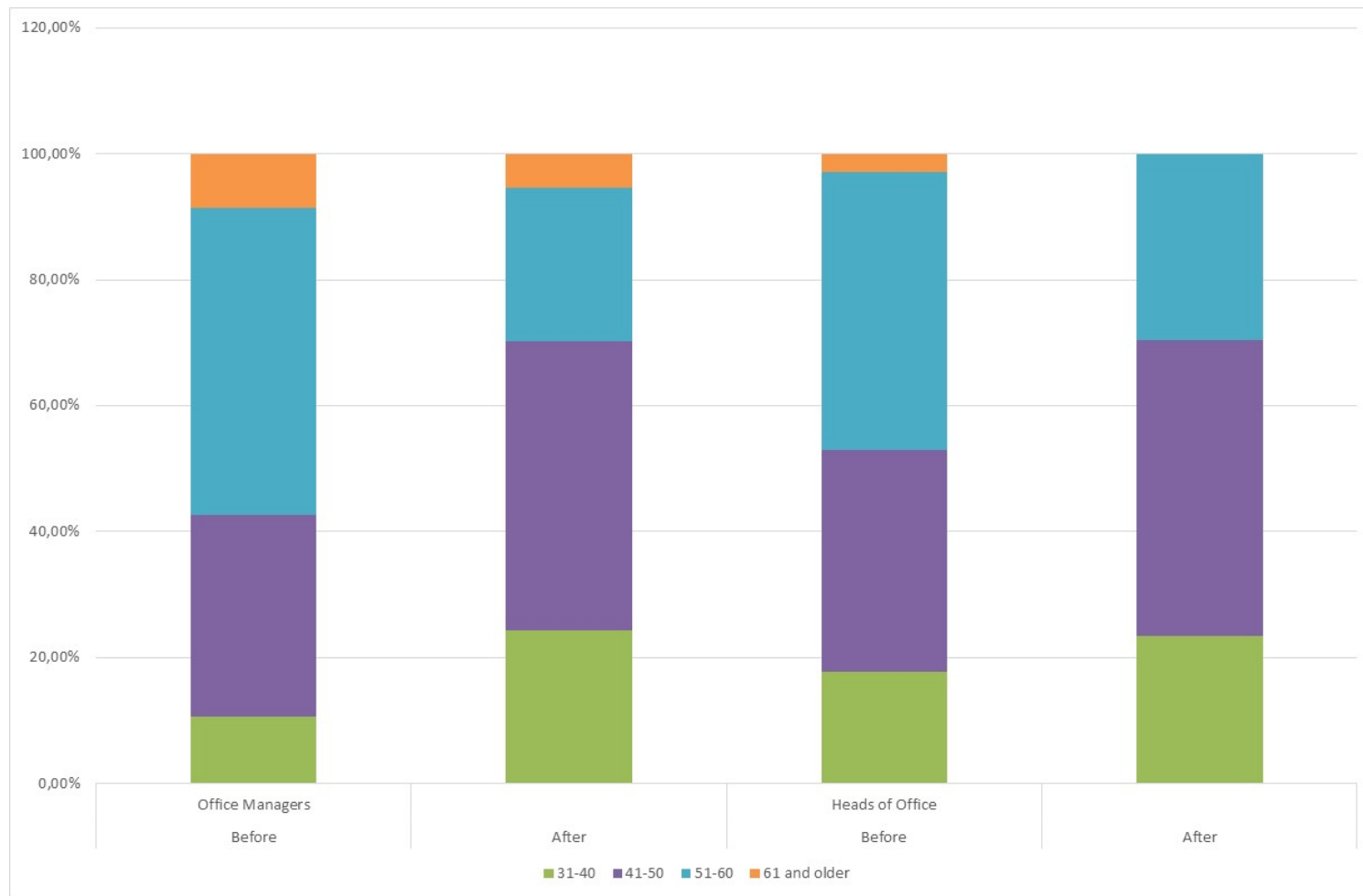
The process employed was a **new** in the context of the University and was very well received by all staff for:

- making the selection procedures clear and accessible
- clarifying the organizational needs
- clearly defining the rules to access responsibility positions

Important turnover of senior manager

The positions of Office Manager were taken by:

- for one third, new personnel: staff that never held previously a position of responsibility
- for one third, staff that held previously a position of responsibility but in another Area
- for one third only, personnel that held previously a similar position.

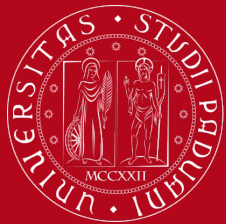


From vision to implementation

The General Director

- Monitors the organization with the support of the HR area and implements correction measures
- Meets with office managers every six months





Implementing the vision

The Area Managers

- Lead the change
- Back up and help Office Managers
- Monitor area trends
- Intervene to solve issues

The Office Managers

- Back up and help Heads of Office
- Monitor trends within the office
- Intervene to solve issues



Focus points

Assignments

→ evaluation

Soft skills

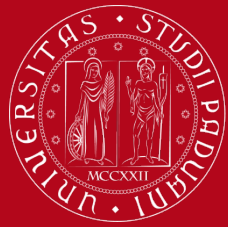
→ strenghtening (training)

Processes

→ review and fine tuning

Interrelations and teams → review assignments, team and capacity-building





From vision to implementation: Planning 2019 activities

- Consolidate the change and innovation in central administration of the University
- Implement the reorganization of University Departments, Schools, Centres
- The New University Administration:

Transparent
Consistent
Harmonic
Performing