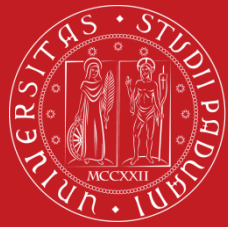




UNIVERSITÀ DEGLI STUDI DI PADOVA

Transformation at the University of Padova:
sponsorship, leadership and method



- Major external forces
- 2010 Reform of the Italian university system
- 2012 Mandatory adoption of accrual accounting for all Italian universities
- From 2010 onward tighter regulations on procurement and occupational security
- From 2009 the legislation has imposed severe limitation to the recruitment
- The limitation became very severe from 2012 due to the Italian financial instability



- At UNIPD
- 2011-2013 from 65 Departments and 13 Schools to 32 Departments
 - Pre 2011
 - Departments in charge of all research activities
 - Schools only teaching activities (Professors hired by Schools)
 - From 72 to 32 head of administrative activities
- The change was the effect of a change in regulation



- At UNIPD
- 2015 Lowest number of academic staff (2057) | end of 2008: 2396
- 2013 lowest number of administrative staff (2197) | end of 2008: 2327
- At the end of 2018 2201 academic staff and 2260 admin staff



- Internal forces
- Governance and management characterized by ad hoc solutions
- Resources managed directly by the central administration
- Before 2010: governance equilibrium based on the political power of Schools
but after 2012 Schools were weak and Departments too many
 - After 2012: “in search of new equilibrium”
 - A new “equilibrium” emerged and was pivotal in the election of the rector
in 2015 (October)



- Diffuse sense of unsatisfaction
 - Toward administrative services (from academic staff)
 - Central administration vs Departments
 - Departments vs Central administration
 - Low level of IT in the administrative processes
 - Example: the head of administrative activities at the departments manage the research funds of each professors using excel: a sheet for each fund of each professor + a sheet for each PhD student



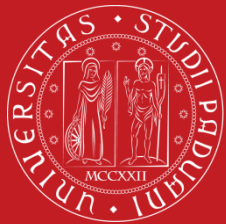
- The Rector decided to have a Prorettore (Vice-Rector) for organization and management processes
- Use the diffuse sense of dissatisfaction to promote a broad change:
 - A new structure of the functional areas of the central administration
 - Resources allocation mechanisms to the departments
 - Performance evaluation system
 - Job rotation for top managers and short term job rotation for all admin staff



- The diffuse sense of dissatisfaction requires to be fast in starting implementing the organizational change
 - There was the need:
 - To have uniform standard for the organizational structure of the central administration as well as for the departments
 - To increase the transparency in the allocation of organizational responsibility and the related remuneration
 - The choice was to start with the Central Administration



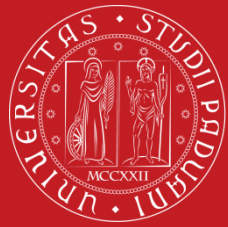
- Everyone working at UNIPD is involved in teaching, research and public engagement
- Functional areas should be aligned with the strategic view
 - Decrease the fragmentation of management processes
 - Define organizational responsibilities for management processes
- Empower admin staff with short term job rotation
- Deliver services closer as much as possible to end users



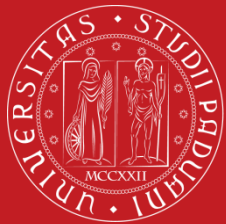
- October the first 2015: the new Rector took office
- Mid-November: key ideas and principle presented to the board of directors
- Beginning of December: Definitive strategic plan for organizational changes presented at all Deans
- Strategic plan approved by the board of directors and academic senate by December
- Contents:
 - Few specific changes
 - The mandate to the Director General to make changes within functional areas
 - System of allowance responsibilities estimation: from ad-hoc solution to the remuneration of specific organizational responsibility



- Job rotation of top managers
- Mandate to change the organization within each functional area aiming at:
 - Decreasing the fragmentation of admin processes
 - Having organizational responsibilities for key process
 - Provide opportunities of career advancement
 - “Allowance responsibilities” no “personal allowances”



- In 2016 we were able to make the specific organizational changes and top managers job rotation (with frictions)
- Conflicts between the director general and other top managers
- No other changes occurred
 - The director general asked to every manager at the top of each functional area to present a plan to change the organization structure of its area
 - In September 2016 we had all plans ready
 - The result was unsatisfactory



- ... administrative head of departments send a letter to the Rector complaining about the confusion of the admin and accounting processes
- ... beginning of 2016 due to the new accrual accounting system research funds cannot be used by researchers
- ... the Rector decided to appoint a new director general
- ... short term job rotation failed: strong opposition of Deans and head of offices



- The most important goal assigned by the Rector to the director general for the year 2017 was the organizational change
- Some relevant choices:
 - Job posting open to all admin staff to become head of offices
 - Selection process included a commission with external examiners
 - Skills assessment of top managers
 - Each offices has to be structured assigning specific responsibility based on the processes managed
 - From a flat office with informal responsibility and related allowances to a structured one with two level of responsibility (one level below the head of each office) with a clear and transparent identification of responsibilities and related allowances.



- By the end of 2017 all head of office were identified and appointed
- During the first months of 2018 the responsibilities within each office were assigned
- And
- Started the process to change the departments
 - Training to select the new heads of admin staff (job posting open to all Cat. D and EP)
 - Identification of the org structure including number of org responsibilities



- Summer 2019 new structures approved
 - Transparent approach that allows the identification of the responsibilities
 - Increase the level of fairness
 - Identify similar key processes in each department
 - Similarity between Central Admin and Departments

CENTRAL ADMINISTRATION		DEPARTMENTS	
organisational units	Position	organisational units	Position
Area	Director	Department	Director (Professor)
Offices	Office Director (Cat. EP o D)	Coordination of administrative and general technical activities offices	Department Secretary (Cat. Ep o D)
		Coordination of specialised technical activities and laboratory offices [POSSIBLE]	Responsible for Technical Management (Cat. EP o D) [POSSIBLE]
Sectors	Sector Responsible (Cat. EP, D o C)	Sectors	Sector Responsible (Cat. EP, D o C)



	DAFNAE	DBC	DiBio	BCA
Academic staff	69	47	80	39
Admin staff	18	20	30	14
Admin staff (hospital)				
Admin staff (technician)	29	6	31	18
Post doc	24	12	42	10
Phd Student	46	36	42	22
Doctors in training	0	33	0	0
branches	1	6	2	2
Branches in other city			1 (Chioggia)	1 (Polo Universitario di Vicenza)
resources managed	5,2 ML €	2,3 ML €	6.8 ML €	2 ML €
Teaching complexity	3.8	2.74	2.9	1.2
Role of Shool	High	Low	Medium	High
Role of Maintenance office	yes	NO	Yes	Yes
Admin staff				
allowance for the head of admin staff (AS IS)	5,818	4,068	9,968	7,172
number of responsibilities AS IS	2	1	5	3
Allowance for the head of staff (TO BE)	5,000	10,000	10,000	5,000
number of responsibilities TO BE	3	4	4	2
difference €	-818	5,932	32	-2,172
difference number of responsibilities	1	3	-1	-1



- Job posting to attend a training
- At the end of the training only persons with positive mark can be appointed as head of staff
- Training devoted mainly to assess managerial skills
- 60 were admitted at the training
- 40 received a positive mark
 - 3 different levels from A to C
 - Some failed including actual head of staff



Nome e Cognome

Profilo: Segretario di Dipartimento consolidato

Profilo con competenze tecniche e manageriali coerenti con il ruolo di Segretario di Dipartimento, idoneo all'assunzione del ruolo e con attitudini ed esperienza adeguati per svolgere attività di tutor, mentor o coach a supporto della formazione di altri Segretari di Dipartimento

Dati di riferimento

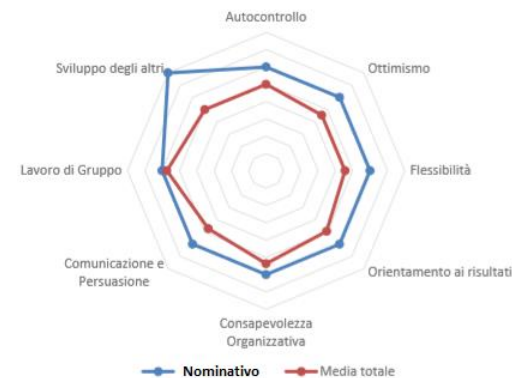
Data di nascita	
Data di assunzione presso l'Ateneo	
Inquadramento	
Struttura di afferenza	
Posizione attualmente coperta	

Portafoglio competenze

Managerial Skills



Soft Skills





- We are in the middle of assigning the new head of staff to each department
 - Not easy
 - Many complains
 - There is the need to be strict in the application of rules we decided
 - We need to deal with gossip



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**Thank you !
Questions
and suggestions**