

OPERATIONAL 2019 - 2022

STRATEGIC GOALS	Articulate the HR Policy Framework	Coordinate University Ceremonies	Guide People and Leadership Development	Facilitate Corporate Governance	Manage RHQ Operational Services	Preserve Institutional Memory	Re-engineer Business Processes	Support the Offices of the Chancellor, VC & Visitor
STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> - Guide work of Blue Book and Career Path Committees - Improve recruitment, evaluation and promotion processes for SAP staff and professorial appointments 	<p>Exercise oversight responsibility for:</p> <ul style="list-style-type: none"> - Graduation Ceremonies - Chancellor's Medal Presentation - Vice-Chancellor's Awards for Excellence - Installation of Campus Principals 	<p>Create opportunities for:</p> <ul style="list-style-type: none"> - Employee Engagement, Wellness, Appreciation and participation - Performance excellence via capacity building for senior academic leaders, SAP + ATS staff - Orientation of new Council and Senate Members 	<ul style="list-style-type: none"> - Interpret and provide guidance re: Statutes and Ordinances - Provide meeting management services for The University Council & Senate and Cross Campus Caucuses of UF&GPC, UAC, CoD, BUS, BGSR, SCOR, FBS 	<ul style="list-style-type: none"> - Integrate staff and service delivery into the built environment - Oversee use of conference facilities - Introduce space rationalization programme 	<ul style="list-style-type: none"> - Serve as Custodian of the University Seal - Implement the UARMP - Collect, preserve and make accessible the university's documentary, object and intangible history 	<ul style="list-style-type: none"> - Champion culture change and support change management initiatives - Align JDs, operational planning and performance management with Triple A Strategy - Introduce HR Shared Services and other administrative reforms 	<ul style="list-style-type: none"> - Help manage the RHQ's client relationships - Provide technical assistance re: the Chancellor's Commission on Governance and the establishment of the Five Islands Landed Campus
MAJOR TASKS	<ul style="list-style-type: none"> - Review processes with a view of ensuring uniformity - Develop procedural manual for all HR functions 	-	<ul style="list-style-type: none"> - (Re)Introduce annual SAP / ATS Service Awards - Offer leadership training for all Deans and Administrative Managers - Produce an online biannual magazine 	<ul style="list-style-type: none"> - Revise internal protocols and introduce performance standards 	<ul style="list-style-type: none"> - Prepare and operationalize floor plan - Improve storage capacity - Improve online interface - Introduce marketing campaign and improve processes regarding the rental of conference facilities - Implement general maintenance programme 	<ul style="list-style-type: none"> - Host exhibitions, tours - Develop for Implementation standards for accreditation of the Archives 	<ul style="list-style-type: none"> - Host campus fora with all SAP / ATS Staff - Develop / Review performance management system - Implement HR Shared Service initiative 	<ul style="list-style-type: none"> - Operationalize the Office of the Visitor - Support the Chancellor's Commission
KPIs	- Policy	- Ceremonies	- Training needs analysis	- Timely distribution of	- Increase in income	- The quality, quantity,	- Internal and	- Impact of decisions

	<p>recommendations made to UC, UF&GPC, UA</p> <ul style="list-style-type: none"> - Manual produced 	<p>executed to established standards</p>	<p>done</p> <ul style="list-style-type: none"> - Number / Impact of developmental opportunities provided - Number of leaders/managers trained and certified - Client satisfaction score 	<p>minutes, agendas and action sheets</p> <ul style="list-style-type: none"> - Impact of decisions made and executed 	<p>generated</p> <ul style="list-style-type: none"> - Floor plan developed and implemented 	<p>impact, preservation and access to records and information</p> <ul style="list-style-type: none"> - Development of policy framework and preservation infrastructure. - Number of events, tours, exhibitions successfully hosted - Building maintained 	<p>external stakeholders' satisfaction score</p> <ul style="list-style-type: none"> - Operational plans developed and aligned to Triple A Strategy - Metrics for HR Shared Services developed - Rationalization programme developed 	<p>made and executed</p> <ul style="list-style-type: none"> - Client Satisfaction Score - Commission report Tabled - Academic, administrative and student development systems in place for Five Islands Landed Campus
PRINCIPAL OUTCOMES	<p>Effective administration of personnel services</p>	<p>Positive stakeholder perceptions/experiences</p>	<p>Improved performance of SAP / ATS Staff</p>	<p>Improved organizational efficiency</p>	<p>Improved revenues and space utilization</p>	<p>Preservation of and access to The UWI's historical records and facilities</p>	<p>Centralization of services and cost reduction thereby resulting in improved organizational efficiency</p>	<p>Improved organizational efficiency</p>