RMIT University

Swanston Academic Building

College of Business Administrative Transition Strategic User Group

Terms of Reference Document

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Ian Palmer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Champion</td>
<td>Gerard Shanahan</td>
</tr>
<tr>
<td>Revision</td>
<td>August 2011</td>
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</tbody>
</table>
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1.0 EXECUTIVE SUMMARY

This document is to establish the Terms of Reference for the College of Business Administrative Transition Strategic User Group (SUG). This document outlines the following main topics:

- SAB project scope & brief already signed off and under construction
- Administrative Transition Project Scope
- Administrative Transition Strategic User Group membership.
- Terms of reference for the Administrative Transition Strategic User Group
- Key items for further investigation and resolution by this group
- Items and tasks which cross over with other SUGs
- The Administrative Transition Project Plan (presently under development)
- Construction-related Governance and Authority procedures including sign offs.
- College of Business structure and process Governance and Authority procedures including sign offs.

Each month the SUG will submit a report to the SAB Program Manager highlighting works completed during the month, proposed work for the coming month, potential risks to the construction program and/or to the ability of the SUG to complete agreed tasks. The Program Manager will summarise and report this information to the Project Control Group (PCG).
2.0 SWANSTON ACADEMIC BUILDING PROJECT MANDATE

An extended briefing process was conducted for the Swanston Academic Building (SAB) involving key stakeholders, architects and various consultants. Numerous briefing sessions and workshops were held to assist Lyons architects in developing the Brief and the Principal Project Requirements.

The SAB Steering Committee has accepted the resulting building design and has overall responsibility for delivery of the building project as specified.

The PCG is the decision making forum that serves as a board of management for the Project to ensure that both the Principal Representative and the Project Team maintain a consistent overview of the Project and have a reasoned involvement in major decisions. The PCG is neither a design meeting, nor a problem-solving forum.

At the PCG’s request, the following eight Strategic User Groups, each chaired by a VCE Sponsor, have been established to address key components of the building’s construction:

- Staff Consultation and Communication
- College of Business Administrative Transition
- IT Services
- Learning and Teaching
- Research and Engagement
- Student Experience
- Building and Space Management
- Construction

A number of critical decisions made at design stage will impact on the College of Business Administrative Transition Strategic User Group. Such items contained within the Contract documents and currently being worked through within the construction project are:

- Common student service delivery on Level 7 (Business Commons)
- Office layout and space allocation
- Location and number of utilities and staff amenities
- Methodology of “One College” in lieu of six separate Schools
3.0 ADMINISTRATIVE TRANSITION PROJECT SCOPE

The design of the SAB is premised upon a renewed model of administration and service delivery within the College of Business which is aligned with the College’s new strategic direction and its theme of One College Way.

The task of the College of Business Administrative Transition Project is to review, redesign and transform current administrative processes and structures to ensure comprehensive and focussed service delivery and seamless transition to SAB for staff, students and stakeholders\(^1\).

The College of Business Administrative Transition Project will encompass the following steps and activities which will be undertaken in consultation with stakeholders:

- Service identification and planning
- Identification and development of supporting service delivery groups and structures.
- Documentation of ‘to be’ business processes
- Structural change management involving transition of positions and groups, done in compliance with RMIT change policy and procedures.
- Development of communication plans.
- Management of the physical transition from Building 108 to SAB.
- Development of post-implementation review processes.

\(^1\) From Swanston Academic Building Projects & Funding memo to Professor Margaret Gardner, 7 April 2011
4.0 SUG MEMBERS

Each of the eight Strategic User Groups has appointed a Group Sponsor and a Project Champion. Each Champion has nominated key people to be involved in the process.

The College of Business Administrative Transition SUG will have the following membership:

<table>
<thead>
<tr>
<th>Title</th>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Champion and Chair</td>
<td>Director, Planning &amp; Resources</td>
<td>Gerard Shanahan</td>
</tr>
<tr>
<td>College Representatives</td>
<td>Head of School</td>
<td>George Cairns</td>
</tr>
<tr>
<td></td>
<td>DPVC (Learning and Teaching)</td>
<td>Kevin Adams/Val Clulow</td>
</tr>
<tr>
<td></td>
<td>Managers</td>
<td>Tania Tambiah</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Gina Lyons</td>
</tr>
<tr>
<td>External</td>
<td>Director, Planning &amp; Resources</td>
<td>Deborah Warrender</td>
</tr>
<tr>
<td></td>
<td>(Design and Social Context)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Head of School</td>
<td>Ian Burnett</td>
</tr>
<tr>
<td></td>
<td>(Science, Engineering and Health)</td>
<td></td>
</tr>
<tr>
<td>Ex officio</td>
<td>PVC, Business</td>
<td>Ian Palmer</td>
</tr>
<tr>
<td></td>
<td>Senior Manager, HR</td>
<td>Peter Branov</td>
</tr>
<tr>
<td>Secretary</td>
<td>Senior Manager, SAB Transition</td>
<td>Kate Duggan</td>
</tr>
</tbody>
</table>
5.0 TERMS OF REFERENCE

The College of Business Administrative Transition Strategic User Group will play a vital role in the success of the Administrative Transition project. In addition to their regular progress report to the PCG, this group will establish and receive advice from three working groups, and make recommendations to the PVC, Business regarding changes to administrative structures and processes. A visible and collaborative Administrative Transition SUG, committed to delivering One College Way, will be crucial to the success of the Administrative Transition project.

Terms of Reference

1. Deliver detailed business cases regarding the new model of administration and service delivery to the PVC, Business for his consideration and approval.

2. Report progress against the project scope (section 3) and items for resolution (section 6) to the Project Control Group.

3. Set broad direction within the PVC-agreed scope and objectives for the project, including:
   a. Stakeholder consultation and communication plan.
   b. Project plans,
   c. Change management plans

4. Oversee and coordinate redesign and restructure of administrative processes, including:
   a. Academic Services, College Support and Business Intelligence working parties
   b. Working party advice regarding supporting service delivery groups and structures
   c. Documented “to be” business processes to support renewed administrative structures and service delivery

5. Oversee transition of administrative functions from Building 108 to SAB, including:
   a. Structural change management and transition
   b. Decanting and occupation

6. Oversee management of Administrative Transition Project, including:
   a. Interrelationships with other SUGs
   b. Project progress reports
   c. Key deliverables at major milestones
   d. Post-implementation review

7. Support and promote the success of the Administrative Transition Project, including:
   a. Monitor and reassess working group priorities as project unfolds
   b. Receive items for further investigation from the working groups, Project Sponsor, Champion and SM, SAB Transition
   c. Resolve escalated issues
   d. Ensure appropriate resourcing and support
   e. Promote the project objectives, benefits and outcomes
### 6.0 ITEMS FOR FURTHER INVESTIGATION & RESOLUTION

The following items related to the College of Business occupancy of SAB have been referred to the Administrative Transition SUG for further investigation and resolution.

<table>
<thead>
<tr>
<th>Item</th>
<th>Referred by</th>
<th>Date Referred</th>
<th>Responsibility</th>
<th>Date Resolved</th>
<th>Construction impact?</th>
</tr>
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<tbody>
<tr>
<td>Consultation on specialist joinery configuration Level 7 Business Commons joinery</td>
<td>MB</td>
<td></td>
<td>GS</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Storage configuration to store rooms on Levels 5-11</td>
<td>MB</td>
<td>11/07/11</td>
<td>KD</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Confirmation of specialist space requirement</td>
<td>MB</td>
<td>14/7/11</td>
<td>KD</td>
<td>Yes</td>
<td></td>
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</table>
7.0 INTERACTION WITH OTHER SUGs

7.1 IT Services
- Digital storage system selection and implementation
- Software PD / training
- Digital signage and wayfinding
- IT requirements in specialist teaching/service spaces

7.2 Learning & Teaching
- Interface between teaching models, teaching facilities and timetabling processes and systems
- Development of timetable June 2012

7.3 Student Experience
- Student consultation and communication regarding any resulting changes to service delivery

7.4 Staff Consultation & Communication
- Professional Development approach / communication methodology
- Staff engagement during the transition process / communication methodology
- Change management processes

7.5 Engagement & Research

7.6 Space Planning and Building Management
- Operational management of the SAB (how does the building work)
- Ongoing space planning and management (how do we ensure flexibility in allocation of space to deal with changing needs within the College and Schools)
8.0 ADMINISTRATIVE TRANSITION PROGRAM

(Detailed project plan to be attached once drafted)
9.0 GOVERNANCE

The College of Business Administrative Transition Strategic User Group has two key functions:

1. Reporting progress against the activities shown in sections 3 and 6 of this document to PCG.

2. Making recommendations to the PVC, Business regarding future models of College administration and service delivery for his consideration and approval. These recommendations will be informed by three working groups as shown.
9.1 PROJECT CONTROL GROUP-SUG RELATIONSHIPS

9.1.2 Meeting

1st Week of Month – Establish tasks to be completed for the month
3rd Week of Month – Meet to confirm tasks completed and compile PCG report including potential risks
4th Week of Month - Meeting with all SUG Project Champions to discuss crossover issues if require.  

MB, GS

9.1.2 Project Report

Group Champion will be required to sign off on SUG Monthly report which will then be summarised and included in the PCG report 

GS

9.1.3 Governance

All information should pass through the Project Champion for inclusion in the PCG report. Minutes of each meeting will be taken and passed onto the Project champion for confirmation prior to being included in the PCG Report.

Periodic Reports will also be submitted to BEMC.  

Note

9.1.4 Variation Proposal

A Variation Proposal is to be completed and signed by the Project Champion and the VCE Sponsor and submitted to the Program Manager with appropriate documentation. This will be forwarded to the SAB Project Manager for review and action.  

Note

9.1.5 Authority

Approved By

VCE Sponsor  
________________________

Name:  
Professor Ian Palmer, PVC Business

Project Champion  
________________________

Name:  
Gerard Shanahan,  
Director, Planning and Resources, Business
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