

6 March 2013

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Dear Professor Young

I write to you regarding the recent review of administration in the ANU College of Arts & Social Sciences.

I enclose the official response from the College to the recommendations of the review panel. My College General Manager and I would be happy to discuss this further should you wish.

Yours sincerely



Professor Toni Makkai

ANU College of Arts & Social Sciences

Official Response to the 2012 Review of Administration in CASS

No.	Recommendation	Response
1	The CASS administration, led by the College General Manager, should collectively develop an operational plan for the next three years consistent with the College's operational plan which identifies and prioritises areas of activity to address deficiencies in operation and address relevant recommendations made in this review. This should take account of the relationship of the College administration to the services delivered from the University's central administrative Divisions.	<p>Noted. The review was advised that the College had commenced implementing a business planning process for all areas, including the administrative areas of the College in the second half of 2012.</p> <p>The College notes the comment by the reviewers on data showing high levels of staff turnover. The College will be seeking to further understand this data as the HR Health Check report (provided by the Human Resources Division) over three years has not reported figures as high.</p>
2	The CASS administration, led by the College General Manager, should clarify the role and purpose of each level of its administration and determine what is best done at each level.	Noted. The review was advised that the College had commenced a process to address this issue as one of its action items from its business planning day held in the second half of 2012.
3	The Executive Director (Administration & Planning) should take action as soon as possible to improve the effectiveness and scope of the current administrative systems to enable greater automation of core administrative processes.	For action by the Executive Director (Administration & Planning)
4	The College General Manager and the head of the student administration area of CASS should work with the Division of Student Administration to ensure that all administrative staff of the	Noted. This will be considered in the context of the broader ANU reform of student

	College who are required to use the HRMS completes appropriate training on appointment and prior to use of HRMS. Further, all staff should be required to undertake regular training to maintain familiarity with the system and to ensure adherence to data governance arrangements.	administration processes and practices.
5	The College General Manager should work with the Registrar and Head of Student Administration to review all of CASS' key student administration business processes, to redesign them to improve efficiency of operation and eliminate as far as possible paper-based processes replacing them by automated processes using the full capability of the enterprise systems.	Noted. This will be considered in the context of the broader ANU reform of student administration processes and practices. The College is already involved in a number of initiatives in this regard including: the online submission of HDR milestone reports pilot project; the Study@ ANU replacement project; and the online evaluation of HDR applications pilot project.
6	The CASS administration, led by the College General Manager, should re-examine the existing service charters and make them consistent with the revised business processes. A priority should be student administration and should be undertaken in consultation with the Division of Student Administration.	Noted. This will be considered in the context of the broader ANU reform of student administration processes and practices.
7	The College General Manager should ensure that staff at all of CASS' administrative levels and the University central administration are aware of the revised service charters, that they understand what is required of them and that a system of regular review of their effectiveness is established.	Noted.
8	The Deputy Vice-Chancellor (Academic) should investigate the most appropriate means to ensure that students undertaking double degrees involving more than one College are able to source information that is consistent and readily accessible.	For action by the Deputy Vice-Chancellor (Academic)
9	The College should undertake an immediate review of their website to ensure that documentation as it relates to academic matters (such as student progress) is consistent with the University's policy framework.	Noted.
10	The heads of the central administrative functional areas should exercise a true practice leadership role and work with all Colleges, including CASS, to increase understanding and communication of good administrative practice in their areas of responsibility.	For action by the Executive Director (Administration & Planning)
11	The Executive Director (Administration & Planning) should review the current delegations for	For action by the Executive Director

	approval of travel (domestic and international) with a view to streamlining the process.	(Administration & Planning)
12	The Executive Director (Administration & Planning) should review the current financial delegations with a view to simplifying and clarifying the current structure.	For action by the Executive Director (Administration & Planning)
13	The College Dean and Directors of the Research Schools should develop ways to better communicate with the Heads of School in addition to the formal Executive decision making processes.	Noted. The College Executive will continue to meet regularly in 2013 and publically release all agenda papers and minutes to all staff. The Expand the number of College Forums it will hold each year from two to four (bringing together 450 staff across 25 buildings). Research School Executive meetings will be held more frequently. The Dean will also hold biennial meetings with individual Heads of Schools and their respective Research School Director. There are also a myriad of meetings and electronic newsletters that inform staff of activity. The College will continue to expand the intranet as a dynamic communications tool.
14	The College Dean together with the Research School Directors, in consultation with the Heads of School, should reform financial management processes of CASS to engender greater trust in the process by Heads of School.	Completed. The Dean has introduced a new three year budget model and process, giving Directors of Research Schools control and greater responsibility for strategic allocation and expenditure within the Schools/Centres.
15	The College Dean and the Executive Director (Administration & Planning) should review the current arrangements for the exercise and removal of delegations of authority within the College.	Agreed. The Dean will explore available options for improving approval processes for travel and for visiting fellows.
16	The College, wherever possible, should adopt the existing model for aggregation of administrative staff into bigger units to support multiple organisational units.	Agreed
17	The College General Manager should develop and implement a protocol for communications within the College, particularly the use of email.	Noted

18	The College General Manager should establish a process whereby movement of staff, for example by secondment or short-term placement, between the College and School/Centre administrative groups is encouraged.	Noted
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