



4. PROCESS IMPROVEMENT AND **E**FFICIENCY

4. PROCESS IMPROVEMENT AND EFFICIENCY

As part of its transformational agenda, the Campus sought to more clearly understand the concerns of its key constituents. To this end, under the leadership of the STT, it administered a Workplace Satisfaction Survey (WSS) which is the first such survey to be conducted in the University. The WSS findings were reported in a general staff meeting, again the first of its kind in the history of the University. The findings were indeed crucial in ascertaining the strengths, weaknesses and challenges of the Campus, in order to capitalize on the opportunities to build and make sustainable, this 58 year-old institution.

Not surprisingly, process deficiencies were identified as a major area of weakness on the Campus. Consequently, over the review period a number of initiatives aimed at addressing this issue were continued or put in place. The Campus's ICT Steering Committee was revived, having regard to the critical strategic importance of ICT in most areas of Campus operations. The committee's initial focus is to rationalize and prioritise the use of ICT resources, given the significant demand that currently exists for those resources.

Activities started in the previous year towards greater efficiency in human resource administration continued with the focus on recruitment and performance management. The Deputy Principal's Office completed an updated list of the established posts on the Campus. The list was approved by F&GPC in



Principal Elsa Leo-Rhynie, addresses the gathering at the general staff meeting.

October 2005, thereby providing a resolution to the lack of clarity surrounding posts allocated on Campus and providing a credible database for the monitoring of vacancies and filling of posts, so as to increase the effectiveness of management for Heads and the Human Resource Management Division (HRMD). However, there have been lengthy

◀ **Left:** Mr Cordel Nelson, Senior Assistant Registrar (Examinations) in the Registry receiving the prestigious Vice Chancellor's Award for Service to the University Community.

delays in determining post numbers and incumbents for each such established poSt

To provide the enabling infrastructure for building institutional capacity and increasing access to automated systems and information resources that drive process improvements and increase the global visibility of the Campus, Mona Information Technology Services (MITS) improved internet bandwidth and installed an additional 632 network nodes. One of the areas benefiting from these technology initiatives was the student admission process. Online application was made possible for the first time, simplifying the student application procedures. A new timetabling software was pioneered in the

Faculty of Social Sciences and work is ongoing on the use of new content management software which will be used as a platform for the Faculty's intra- and internet applications which are to be implemented in 2006–07.

MITS unveiled an e-Manager system that allows managers to view vacation leave for all their staff. The printing of pay slips was also automated to reduce the need for envelopes and staff to package pay cheques. A reporting tool, *Payroll Reports*, was introduced to assist the Bursary and Human Resources in their analyses of staff costs. With the expected completion of the annexe to the Senate Building in the current academic year, plans have been put in place to house a new student customer service centre. This will see a merging, in one location, of student-related Bursary and Registry services such as financial and registration queries, cashiering activities, processing of student identification cards and a call centre for student queries.

Based on priorities established in the previous year, the Social Sciences Faculty Office completed the internal work necessary to launch its most significant project aimed at improving process efficiency. This involves the development of an online system for student requests. The current system now involves thousands of requests that are handled utilizing paper forms, which require that students come "in person" to the Faculty Office. It was expected that the new system would have been launched in August 2006 but the delay in the



arrival of new server capacity and other problems faced by MITS have meant that it will have to be introduced later in the 2006–07 academic year.

The Faculty continued to cooperate with the Human Resource Management Division (HRMD) in developing standardized formats for the processing of evaluation and promotional decisions. Cooperation was also ongoing with respect to the development of online HR systems relating to leave management, recruitment and reports.

In a bid to re-engineer the staff recruitment process HRMD advanced work on implementing the eRecruitment module of the PeopleSoft HR package. The module is a comprehensive desktop tool that links applicants, managers and human resource personnel to an easier and more streamlined recruitment process, from requisition for the filling of a post to the job offer. Training in the use of the application was launched in November 2005, beginning with heads of departments and deans of Faculties. HR members of staff were trained to ensure that they were conversant with all the functionalities in PeopleSoft as they relate to eRecruitment and user manuals were presented to all members of staff trained in eRecruitment.

In the Faculty of Humanities and Education (FHE) efficiency gains were achieved during the 2005–06 academic year with the appointment of two (2) associate deans of the Faculty,

with responsibilities for undergraduate and postgraduate matters respectively in the School of Education. Some of the improvements effected, such as the dean's on-line programme approvals, have resulted in positive comments from students.

Under the new dean, Professor Archibald McDonald, specialist in Trauma and Professor of Surgery and Emergency Medicine, whose appointment took effect at the beginning of the reporting academic year, monthly meetings of the dean and the heads of departments of the Faculty of Medical Sciences started and served to improve communication and ensure implementation of management decisions. Deputy Deans were assigned to six areas, Curricular Affairs, Basic Medical Sciences & Student matters, Clinical Affairs, Graduate Studies, Information Technology and Distance Education and Non-UHWI Clinical Training. They report to the dean and the Faculty Board monthly. This arrangement enhances staff development, allowing senior members of the Faculty the opportunity to contribute in a meaningful way. Deputy Deans are able to dedicate the time and attention to their respective portfolios, allowing the dean adequate time for strategic planning, co-ordination of activities, and to concentrate on policies and ensuring that Faculty plans and projects are articulated to the Campus and UWI management.

The Undergraduate and Curricular Sections of





the Dean's Office were identified as the key areas for student affairs. These were expanded and partially integrated allowing for more efficient handling of student matters.

For the Library, the highlight of the year with respect to process improvement, was the acquisition of two new databases – *Web of Science and Journal Storage (JSTOR)*. Funding for acquisition of these had been recommended by the STT. The databases provide students with a more technologically-enriched learning environment. The electronic format provides and expands access to a variety of resources, but perhaps most importantly, to periodical articles by on/off-campus and distance students, and by academic staff. Additionally, the packaging of several journals



into a single electronic database improves the efficiency of accessing the contents of these journals.

The acquisition and implementation of the New Integrated Library System (ALEPH) started in June 2005. Subsequent training of staff and conversion of Library processes to this new system will provide, by next year when implemented fully, for increased efficiency of internal processes within the Library, and will also allow the Library to expand and enhance access to electronic resources by its staff and students. Additionally, ALEPH will provide a platform for users to obtain other information such as ready identification of items that are on loan, provide links directly to full text databases, and will facilitate more than one resource from the same interface.

The processes within the Estate Management Department are integrated with the Maintenance Authority computerized maintenance management system (TMA). In preparation for an upgrade to the latest version of the software, processes for maintenance management, contract administration, inventory management and preventive maintenance were reviewed in the 2005–06 academic year. The revised processes are to be implemented when the software upgrade is completed. A staff development workshop in April focused on quantity surveying activities and led to a reinforcement of best practices in processes for the development and management of projects.

ENSLAVED
PEOPLE

ALIVE ON
THE MONA ESTATE
IN 1832

FEMALES

JEANNIE, MARY, MINO, ABBA,
PHILLIS, ROSANNAH, BIMBA,
JESSY, MARIA, VENUS, ALIA,
THOMAS WILLIAMS