CHAPTER IV
TRANSFORMING MONA:
A HOLISTIC APPROACH

The revamping of existing processes and the introduction of leaner, more effective ones continued to be a key area of focus for Mona during the 2011/2012 academic year, with some significant accomplishments to report.

Digitisation of Student Records

During the 2011/2012 academic year the Registry advanced two important projects aimed at improving access to complete and accurate student records, namely: the digitization of all student records, and the combining of all data sources to create complete transcripts for graduates. These efforts resulted in:

• The completion of the indexing of approximately 80,000 pages of academic history cards by the Campus Records Office for students registered between 1954 and 1990;
• The indexing of a further 30,000 pages, or approximately 50% of transcript cards;
• The completion of scanning of approximately 100,000 documents representing student files from the 2010/2011 and 2011/2012 academic years.

Indexing of these documents will provide electronic access to supporting documents for data in the student enterprise system. Successful completion of these projects will greatly impact the Mona Campus' ability to access documentary evidence in a timely manner and incorporate these in real-time process flow, reducing dependency on physical files which will eventually be phased out.

Updating of Examination Records

The Examination Section embarked on a project to streamline the data for all student records in the Banner Student System to ensure that the UWI can produce an accurate and complete academic record for any student present or past. This task involved logging of all incomplete data sets, researching examination grids and mark sheets for missing data, updating information and validating the data.

The immediate focus of this systematic and labour intensive process is on records for the years 1980 to 1990, the period was deemed to have the highest level of incomplete data. By the end of the reporting period for this report, some 3241 examination results and 1843 graduation records were updated.

Initiative in the Human Resource Management Division

Key initiatives undertaken during the 2011/2012 academic year, aimed at supporting the transformation of administrative processes across the Mona Campus and enhancing the efficiency of core Registry functions included:

• Implementation of a 'Recruitment Cycle' for the first time at Mona, which has resulted in decisions for new appointments now being made much earlier (in March) than in the past. The initiative provides structure to the recruitment of staff and enables better alignment between recruitment and the short, medium and long-term objectives of the Mona Campus.

• Implementation of a 'Contract Cycle', which effectively standardised the end of contract dates for temporary administrative, technical and service staff, linking them to the July 31 end of the academic year, in keeping with the cycle for regular and temporary academic staff. This allow for contract preparation to be undertaken in cycles, thereby reducing the time and effort normally spent on this process.

• Implementation of a new 'Appointments Committee E-Profile System' in support of annual performance evaluation and promotion exercise, which will enable the committee to conduct its evaluations for academic, senior administrative and professional staff in a structured, paperless environment. A similar online performance management system was also implemented for administrative and technical staff. This system facilitates tracking for compliance purposes and quicker response to request for training and performance intervention.

Heads of Department – Leadership Development Programme

During the last academic year, the Registry launched a revamped training programme for incoming heads of departments, which has been rebranded, 'The Heads of Department Leadership Development Programme'. The leadership programme is designed for heads of academic departments as well as persons on track for leadership positions. The programme is divided into three courses to be delivered over 14 modules. The first course titled, "Working in UWI" will be delivered in Modules 1-5; the second, "Strategic Planning" in Modules 6-11; and the third, "Leadership in Action" in Modules 12-14.

Update on Teaching Load Analysis and Contract Automation

Significant work continued on the Campus' efforts to rationalise teaching loads, with inputting of this information into Banner Student Faculty Load module being made mandatory for all faculties. A manual interface between the Banner Student system and PeopleSoft was enabled to link the teaching load information with employee information in such a way that contracts for adjunct faculty could be generated from the information in the Banner Student system.

Using data obtained from the teaching load information to rationalise employment of adjunct and temporary academic staff across all faculties has now become the norm. Also, the automation of contracts preparation and their provision to all adjunct and temporary staff at the start of the academic year, rather than after teaching begins is now standard practice.

The result has been a significant reduction in the number of transactional activities normally engaged in by the Staffing and Placement Unit in the Human Resource Management Division, which has enabled the Unit to shift its focus to more strategic efforts.

Media Training for Faculty and Staff

Another important undertaking was the development of a programme geared towards preparing academics for media interviews and assisting them in building relationships with the media in an effort to make both academic and administrative staff more responsive to issues of national importance, as well as enabling them to better promote the important work of the Campus.

Training workshops were also conducted in recruitment and communication strategies in support of recruitment drives organized by the Office of Graduate Studies.

Training of Service Staff

During the 2011/2012 academic year, the Mona Campus expanded its efforts, in collaboration with the HEART Trust/National Training Agency to implement programmes to train its service staff. The programmes were later expanded to include members of the wider community.

At the UWI/HEART Trust National Training Agency graduation exercise held on October 10, 2012, a total of 151 persons were conferred with certificates for varying levels of achievement in the areas of general construction, data operations and housekeeping. Of this number, 127 were UWI, Mona employees and the other 24 were members of the surrounding communities.

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