The
University
Of
Sheffield.

Where's my secretary?!

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Agenda

- Welcome and Introductions

- Icebreaker

- Background

- Process

- Outcome

- Feedback forms

Icebreaker quiz

Background

Faculty of Medicine, Dentistry and Health

The University Of Sheffield.

Medical School

Human Communication Sciences

Medical Education

Dentistry

Oncology & Metabolism

Nursing & Midwifery

Neuroscience

School of Health & Related Research

Infection, Immunity & Cardiovascular Disease

Academic Units

Diabetes, Endocrinology & Metabolism	**Inflammation & Tumour Targeting**	**Molecular Oncology**	**Urology**
Ophthalmology & Orthoptics	**Human Nutrition**	**Surgical Oncology**	**Bone Biology**
Reproductive & Developmental Medicine	**Clinical Oncology**	**Child Health**	**Bone Metabolism**

Support structure

The secretariat provides named secretarial support to Professorial staff, Readers and Senior Clinical and Non-Clinical Lecturers as well as general administrative support for all the Department's staff, students, visitors and associated activities in realising its strategic aims and priorities. A high priority is given to the Department's research focus, raising external profile and increasing external collaboration.

Drivers for change

- There was a huge variation in the way in which secretarial support was utilised around the Department

- Activities increased whilst the Department's secretarial support had diminished

- Ongoing reviews of professional services staff across the University and the Faculty

- Clear evidence that the current secretarial model within the Department had become outdated

- Identify skills and resources in place to deal with the successful and continued growth of the Department and to maintain and deliver a high quality administrative service

Project Aims/Principles

- To think business needs and structures first, so not be constrained by current resourcing

- To establish clearly defined boundaries for the level at which work is done, i.e. only doing work once, not replicated

- To establish a robust and reliable structure capable of dealing with short-term and long-term changes and uncertainty

- To engender flexibility and agility to adapt to the changing needs (especially growth) of our Department and to consider future trends as well as the current position

- To provide clear opportunities for staff development to give staff more opportunities to develop and progress

- To promote an engaging, motivating and happy working environment

- To consider opportunities for shared activities across the department and to create mechanisms that allow greater mobility of staff across the Department

- To consider how/where staff will be physically located

Process

- The Management Team undertook a full review of the Department's Secretarial and Administrative support which focussed not only on addressing the anticipated and known loss of staff but to also 'future proof' the team so that we can meet the staff resourcing needs of our current and future activities

- In considering new working models we visited other local Medical Schools as well as reviewing models within our own University

- Following these visits, we had an away day to begin to create a new model

- Once the model had taken shape we took the proposal to the Department Executive Committee for their comments

- Discussed proposed model with Administrative staff and asked for feedback

Proposed model

Based around key functional areas which is in line with other departments in the Medical School, wider University and other local Medical Schools;

- Operational support
- Teaching support
- Financial support
- Staffing support
- Research support
- Communications
- Support for outlying clinical areas

This model provided greater sustainability and flexibility to support the Department as it continues to expand in all its key areas. The model will also enable activities to be adequately resourced regardless of staffing levels and will provide opportunities for staff to develop in specialist areas.

Departmental Administrative Services

Operational Support

Teaching

Finance

Staffing

Research

Communications

WPH Administration

NGH Administration

Jessops Administration

SCH Administration

Implementation

- Individual meetings with Administrative staff to discuss any feedback and identify preferences

- Informed all academic staff of changes – including a Service Level Agreement

- Amended job titles

- Created generic email addresses where necessary

Where we are now

- Structure fully implemented

- Generally positive feedback received

- Some Grade and capacity issues have emerged

- Still some differences in the way support is utilised

- New post identified and recruited

- Existing staff member promoted

- Staff member left post – workload easily absorbed

- Ongoing issues with academic staff who prefer a more traditional service

Plans going forward

- Review the model from both Academic and Administrative staff perspectives

- Investigate and address the highlighted grading and capacity issues

- Identify any gaps and consider any additional staffing requirements

- Take ongoing University level reviews into account

Any Questions?

Feedback Forms

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Thank you for attending our session ☺