



Updates:

- **Update on 17/06/2022:** Title change to the Programme from Transformation of Services and Operations Programme to Programme for Operations and Services Transformation.
- **Update on 23/12/2022:** Action from UMT SG (16/12) to include Director of Agile and Director of Financial Planning and Management Accounting as UMT SG members.

Purpose and Function

- 1) To oversee the implementation of the Programme for Operations and Services Transformation, agreed by the University Management Team (UMT), in order to:
 - i. Create a better experience for UCD's academics, students and staff;
 - ii. Better enable UCD's teaching, our research and our student and staff services;
 - iii. Better deliver UCD's strategy and ambitions; and
 - iv. Better enable UCD to be resilient to external demands and pressures.
- 2) Within a remit determined by the UMT, and under its delegated authority, to make decisions deemed necessary by the Group to implement the Programme for Operations and Services Transformation.

Terms of Reference

- 1) To ensure this programme's people-centric, technology-enabled ethos is clear in all aspects of the programme.
- 2) To project UCD's values of collegiality, creativity, diversity, engagement, excellence, and integrity in its work and decision-making.
- 3) Develop and implement a programme for the transformation of the operational services and processes that support our communities (academic, student, staff), including:
 - i. A roadmap with a five-year horizon
 - ii. The supporting programme of work
 - iii. A benefits realisation framework, to be approved by UMT, and reporting against that framework
 - iv. A technical and enterprise architecture roadmap
 - v. Programme assurance/governance gateways
- 4) Ensure consistency and coherence throughout the programme, to include:
 - i. Consistency and coherence of the service experience; and
 - ii. Structures and mechanisms to enable consistency and coherence in the delivery of services (e.g. centre of excellence, transformation design authority, common skills and capabilities development).
- 5) Ensure the UCD community is directly engaged in agreeing priorities and shaping the design and development of new supports and operations
- 6) Establish and direct Service Focus Segments, led by a Service Focus Lead, to:

- i. Drive the transformation
 - ii. Ensure the participation and contribution of the community
 - iii. Ensure the participation and contribution of central support units
 - iv. Provide a unified service experience for users
- 7) Manage change arising from this programme, in conjunction with UCD HR and its overall remit for institution change capability and change management.
 - 8) Develop a workflow and service integration platform and systems architecture that will help people to integrate supports, services, and underlying processes, and ensure further systems procurement and development add to this integrated architecture.
 - 9) Develop and sustain the ability of teams and individuals to transform and provide their supports and services.
 - 10) Ensure planning processes under this UMT sub-group are fully integrated with the University's annual, integrated planning cycle.
 - 11) Work with other UMT subgroups to ensure the coherence of service-focused transformations and their alignment with UCD strategy.
 - 12) To consider and respond to issues referred to the Group by UMT relating to the needs and experiences of UCD service users.

Authority

- 1) To make decisions, in line with the Programme for Operations and Services Transformation, on the following:
 - a. The plan for implementation, to include prioritisation of projects and decision-making criteria;
 - b. Approaches to be adopted to ensure the transformation of systems and services is focused on users;
 - c. Standards and quality assurance:
 1. Setting the programme guardrails;
 2. Establishing the programme 'design authority', i.e. a central repository of programme standards, norms, methodology, etc.
 - d. The system requirements for delivering the services;
 - e. Procurement of products and services, subject to approval by UMT or FRAMC in accordance with any spending limits that may apply;
 - f. Spending and allocating the resources assigned to the Group by UMT and under its delegated authority; and
 - g. Data management, data access, data governance, identity management, and service access.

The UMT Service Group may not delegate decision-making with respect to these items.

Outcomes

To be accountable for delivering the following outcomes:

- 1) Enhanced service experiences for all in UCD, including students, faculty, researchers, technical, professional staff.
- 2) Effective people-focused mechanisms established and implemented by which we ensure enhanced capabilities, skills, role and career opportunities for staff.

- 3) More effective control of the costs of, the capacity to plan for, and the effective delivery of, the support environment.
- 4) Enterprise technical architecture which supports the people-centred transformation and delivery of supports and services and shapes to context for on-going technical developments
- 5) A more supportive and enabling culture of innovation, transformation, experimentation, collaboration and creativity.
- 6) Change management mechanisms in use which both support the effective delivery of individual transformations and support the changes of ways of working and nature of roles arising from the transformation of services, supports and processes.
- 7) Benefits realisation framework and mechanisms to enable programme planning, governance, and reporting.
- 8) Effective operations management and planning enabled through: operational metrics; operational analytics; strategic alignment; prioritisation mechanisms etc.
- 9) Effective community channels are established and implemented through which the service beneficiaries can shape the development of the supports and services they need, share challenges, and find solutions.

Composition

The following shall be members of the UMT Service Group:

- 1) Chief People Officer and Director of SIRC & Legal Services (Chair)
- 2) The Programme Director
- 3) Service Focus Leads for the service focus segments
- 4) Representatives, with decision making authority, from following support units:
 - a. Estates
 - b. Finance
 - c. HR
 - d. IT Services
 - e. Registry
 - f. Research
 - g. Library
- 5) Two nominees of the Registrar
- 6) Members of the Programme Management Office
- 7) Director of Agile
- 8) Director of Financial Planning and Management Accounting

The Group may co-opt additional members as necessary to undertake its programme of work. The UMT shall be informed when members are co-opted.

Group Support

The UMT Service Group shall be supported by a Programme Management Office.

Conduct of Business

- The UMT Service Group shall meet as required but at least four times a year.
- The meetings shall be convened by the Chair, ordinarily with a minimum of seven days' notice of a meeting.
- The members of the Group may not nominate others to attend meetings on their behalf.
- The Group may establish, from within its own membership or otherwise, such subcommittees, working groups and advisory groups as it deems necessary to fulfil its terms of reference.

Reporting Responsibility

- The UMT Service Group shall be accountable, and report, to the UMT with reports indicating items for decision by the UMT and items for communication to the UMT. Items for decision should be accompanied by the recommendation of the Group.
- The Group will submit to the UMT as required, but no less than four times per year, a report that contains the following:
 1. Items for decision arising where scale/complexity require, for example major spends or major system developments.
 2. A report on performance against the Programme for Operations and Services Transformation.
 3. A report on current status and progress to achieving the programme outcomes.
 4. Benefits realisation overall and within the Service Focus Segments
 5. Such performance reporting by units against any standards previously agreed by UMT or the UMT Service Group.
 6. A report, with recommendations, on barriers that are creating obstacles to the implementation of the Programme for Operations and Services Transformation.
 7. Proposed changes to the Programme for Operations and Services Transformation.