



**Georgia  
Tech**

CREATING THE NEXT

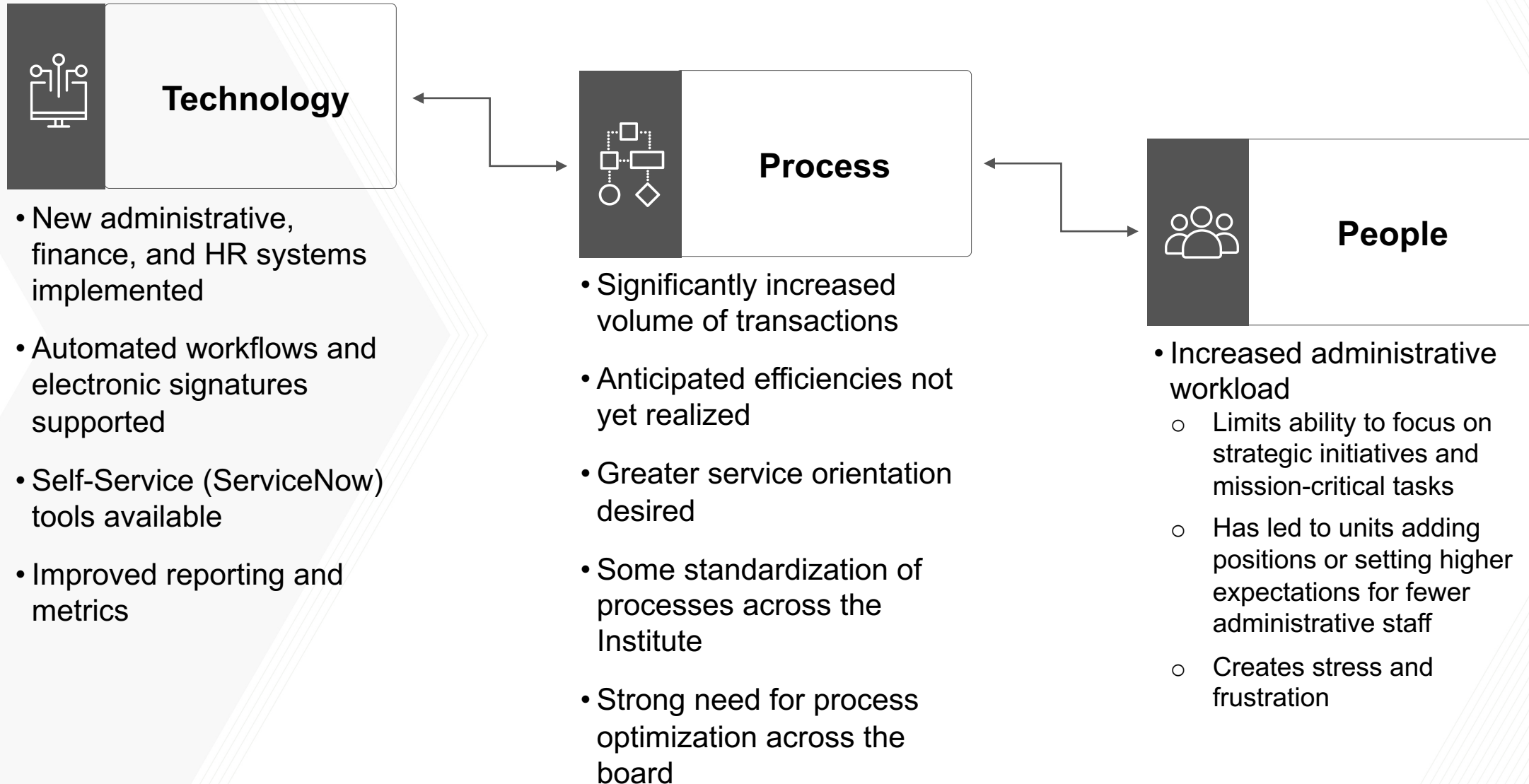
# Administrative Excellence

Business Partners Network (BPN)

March 23, 2021

*The information delivered within this presentation is accurate as of 03/23/21.*

# Administrative Services at Georgia Tech: Current State



# What is Administrative Excellence?

A multi-year, Institute-wide initiative focused on creating positive experiences for our faculty, staff, and student employees in completing routine administrative activities through ***more effective and efficient administrative structures, processes, and systems***

# The Vision

Effective and efficient administrative services will enable our students, faculty, and staff to maintain a focus on our core Institute mission:  
*to develop leaders who advance technology and improve the human condition*

# What We Strive to Achieve

## Efficient & Effective Processes

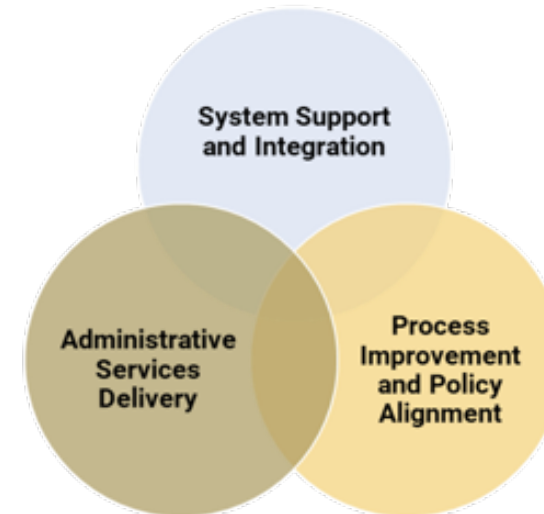
Achieve administrative **process improvements** while maximizing the value of Georgia Tech's new financial, human resources and service support systems

## Enhanced Customer Service

Improve the delivery of common, routine, and high-volume administrative services by delivering these activities through an **administrative services center** that is developed with the customer in mind

## Continuous Assessment & Improvement

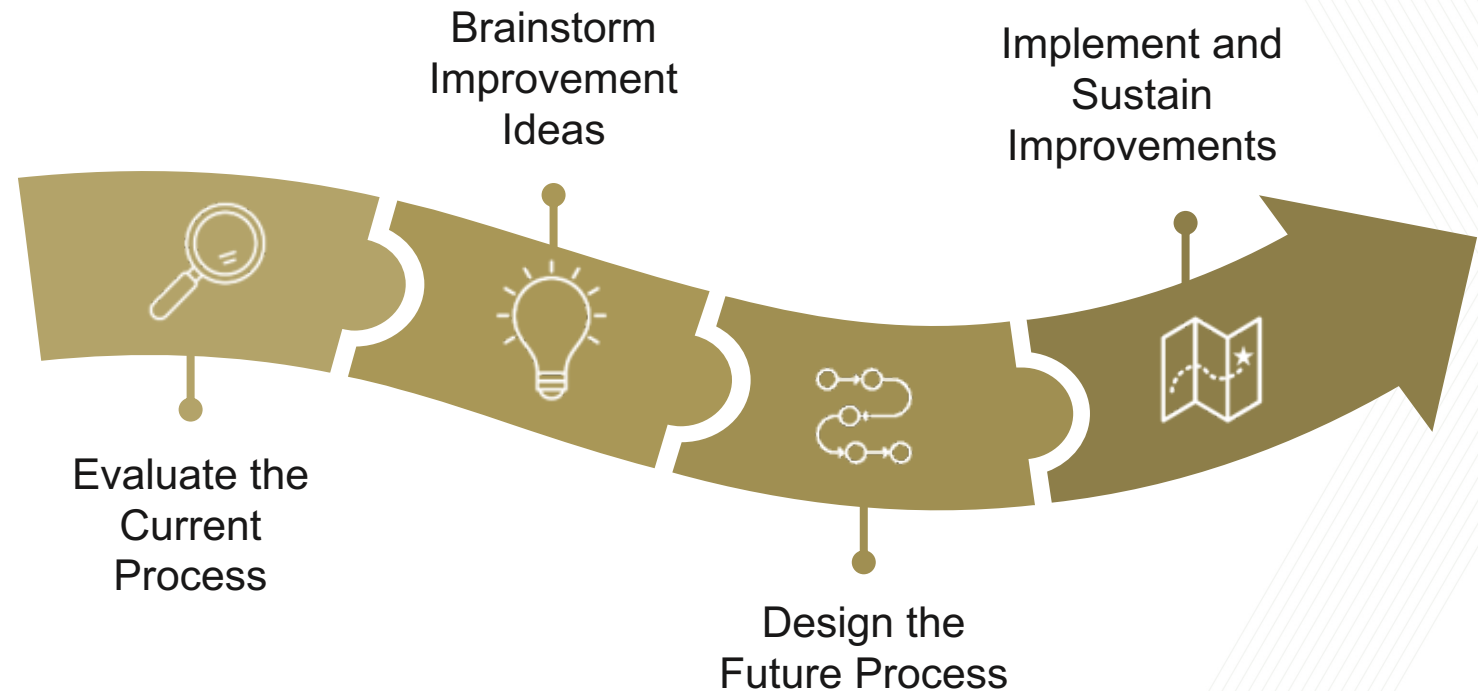
Create a sense of community and collaborative culture that is focused on constantly evaluating the efficacy of our efforts and **improving through engagement of community input and involvement**



# Step One: Improve Processes

## Current Improvement Efforts

- Academic & Research Priorities (led by ERP)
- Student Hiring Improvement Project (led by GTHR)
- Faculty Hiring Improvement (led by Faculty Affairs)



# Student Hiring Improvement Project

## Current State Opportunities

Most student positions require the hiring department to **submit multiple transactions in a linear fashion** rather than simultaneously

**Denials cause hiring delays** since a new transaction must be submitted and reviewed each time

## Proposed Solutions

Streamline the process:

- Hiring department submits a **simple intake form**
- Centralized team **updates positions and submit Direct Hire Forms at the same time**

*This will reduce hiring delays and increase on-time payment for student employees*

By leveraging a **centralized team of transaction experts to initiate Direct Hire Form transactions,**

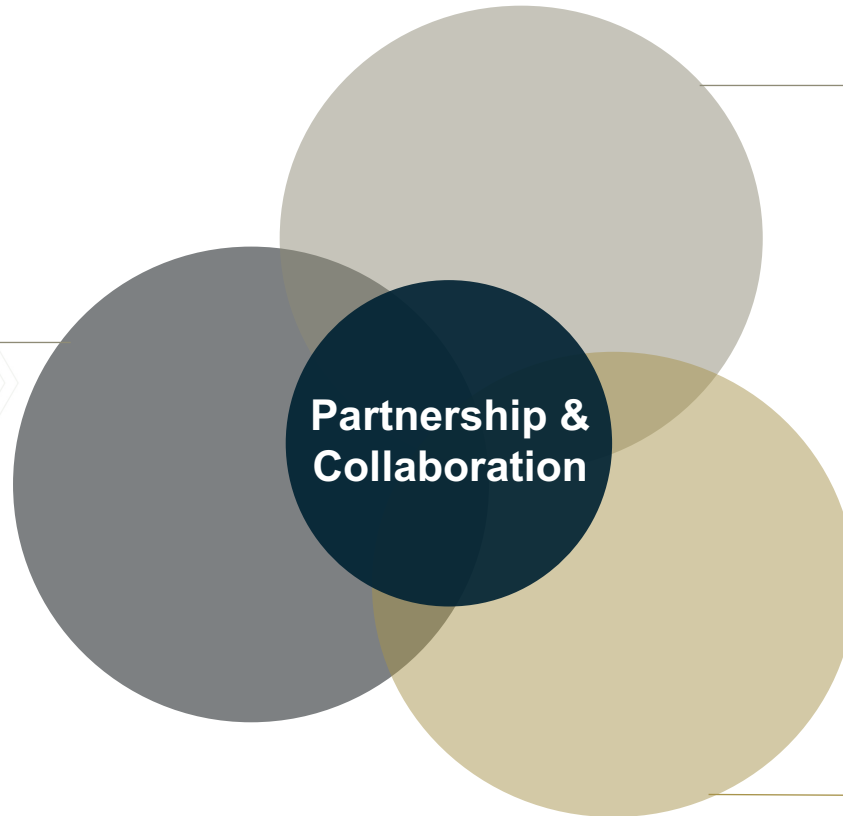
- Denial rates will drop, reducing the overall workload for Provisioned Initiators, Approvers, and Position Management
- The time it takes to hire a student will be improved

# Administrative Excellence

We achieve administrative excellence through partnership and collaboration across the Institute.

## Local Units

Faculty, staff, and students within schools and departments (end users/“customers”)



## Campus Partners

Human resources, finance, IT, and research administration professionals

## Administrative Services Center

Trained service team that performs routine, high volume transactions for local units & campus partners



# Georgia Tech Administrative Service Center (ASC)

- New department designed to serve campus users by:
  - Handling requests to fulfill routine, high-volume administrative transactions
    - HR
    - Finance
    - Research Administration
    - IT
  - Allowing central and local units to shift focus from transactional to transformational activities
  - Reducing process cycle times (e.g., procurement, payments, sourcing, billing)



# The ASC Will Allow Central & Local Units to Focus on Strategy

## Local Units

- Determine and execute strategic unit decisions
- Control decisions impacting the unit
- Set and manage budgets
- Hire and manage talent
- Drive unit performance

## Administrative Services Center (ASC)

- Focus on customer service and quality by working with the units, sharing and learning from best practices, and maintaining strong service level agreements
- Provide transactional “back-office” support to units for common, high-volume transactions
- Coordinate with central units on complex issues
- Drive continuous improvement by leveraging metrics and learnings to enhance processes and inform system updates

## Central Units

- Handle complex issues escalated by the ASC
- Manage specialized activities that are difficult to scale or perform in the ASC
- Set and maintain Georgia Tech - wide policy
- Advance the Institute’s strategic plan
- Advise units and Institute leadership on strategic decisions
- Maintain relationships with vendors and other partners

# Phased Approach To Implementation

HR and Enterprise Service Desk tasks will be the first onboarded into the ASC in Spring 2022.



HR and  
ENTERPRISE SERVICE  
DESK

PROCUREMENT  
and EXPENSES

## SEQUENCING OF REMAINING WAVES TO BE DETERMINED AFTER WAVE 1

- FINANCE
- RESEARCH ADMINISTRATION (POST-AWARD)
- RESEARCH ADMINISTRATION (PRE-AWARD)
- DESKTOP SUPPORT
- CLASSROOM TECHNOLOGY & A/V SUPPORT

# Project Leadership

## Executive Sponsors

- Chaouki Abdallah, EVP Research
- Nelson Baker, Dean GTPE
- Kelly Fox, EVP Admin and Finance (Chair)
- James Hudgens, Director GTRI
- Charles Isbell, Dean College of Computing
- Steve McLaughlin, Provost
- Michael Shannon, Deputy Chief Business Officer
- Leslie Sharp, Dean Libraries

- Review, discuss and make decisions about recommendations presented by Steering Committee on overall project strategy, organization and execution.
- Approve the project and major directions, provide high-level guidance, identify resources

## AdminX Steering Committee

- Sonia Alvarez-Robinson, Executive Director GTSC
- Matt Baker, Associate Dean, College of Sciences
- Rob Butera, VP, Research Development & Ops
- Katherine Crawford, Senior Director EDM
- Jim Fortner, VP Finance and Planning
- Jeff Hallman, Interim Chief Operations Officer GTRI
- Kim Harrington, Chief HR Officer
- Jennifer Herazy, Chief Admin Officer Academics and Research (Co- Chair)
- Daren Hubbard, Chief Information Officer
- Jennifer Hubert, AVP Planning & Support Services (Co- Chair)
- Greg Phillips, Sr. Dir., Enterprise Resource Planning
- Michael Shannon, Deputy Chief Business Officer

- Provide leadership and direction on the project, project team, and advisory committees.
- Review, discuss, make decisions on information provided by project team and advisory committees; develop recommendations for Executive Sponsors to consider.



Decisions informed by  
“ear-to-the-ground”  
feedback from Internal  
Advisory Board  
(members TBD)

# Project Team Members

## Process Improvement & Policy Alignment

### Program Leads

- B. Foley-Rodgers
- N. Watkins
- A. Billing

### Process Improvement and Policy Alignment Teams

*SMEs and Leads will adjust based on Wave/Process being improved.*

- Wave 1 Project Lead:
  - B. Foley Rodgers
- Wave 1 SMEs:
  - Charvette Webb
  - Leslie Hall
  - Yvonne Noland
  - Athena Smith

### Process and Policy Implementation Owners

#### Finance:

- C. Gibson
- F. Barends
- J. Rosenberg
- D. Simpson
- K. Toatley

#### Human Resources:

- K. Merkel
- Z. Rogers
- D. Bamburowski
- M. Bruner
- J. Fernandes
- W. Jimerson
- C. Webb
- K. Toatley

### Process and Policy Advisors

#### Main Reps:

- E. Howell
- A. Harrison
- D. Franklin
- N. Watkins

#### Additional assistance:

- K. Crawford
- G. Phillips
- N. Moreno
- R. Nair

## Administrative Services Delivery

### Program Leads

- ASC Executive Director (TBD)
- J. Cunningham
- S. Simpson

### Customer Service Delivery Team

- Project Lead:
  - D. Mack
- SMEs:
  - N. Moreno
  - TBD

### Organizational Structure & Staffing Team

- Project Leads:
  - J. Myles
  - J. Cunningham
- SMEs:
  - GTHR reps including Compensation, Talent Acquisition

### Infrastructure Support Team

- Project Lead:
  - K. Mull
  - S. Simpson
- SMEs:
  - OIT
  - CPSM
  - GTHR

# Questions & Discussion



While we will always strive for process improvement, this initiative is actually more about our people and helping them thrive at Georgia Tech.

**Kelly Fox**

*What do you feel are the key considerations for making this initiative a success? What do we need to keep in mind?*

*Who are key players at the transaction level that would be beneficial contributors?*

*How best can we engage and inform the units, while not increasing the burden?*

**Questions?**

# Let's stay connected!

Questions or Feedback?

- **Email:**

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- **Website:**

[adminx.gatech.edu](http://adminx.gatech.edu)

