

What Maxxim does & our experience with Universities

January 2012

Key elements of our proposition

Engaging with your senior team to get the best answer that they will support

Organisational restructuring

- Vision and strategy
- Organisation strategy
- Organisational design principles
- Effectiveness of current organisation
- Alternative structures
- Capability needs/gaps
- Manage transition/change

Corporate centre efficiency

- Style and role of the corporate centre
- Benchmark corporate centre costs
- Detailed review of specific functions
- Define how centre and operating units interface
- Manage transition/change

Functional Excellence and Service Delivery Options

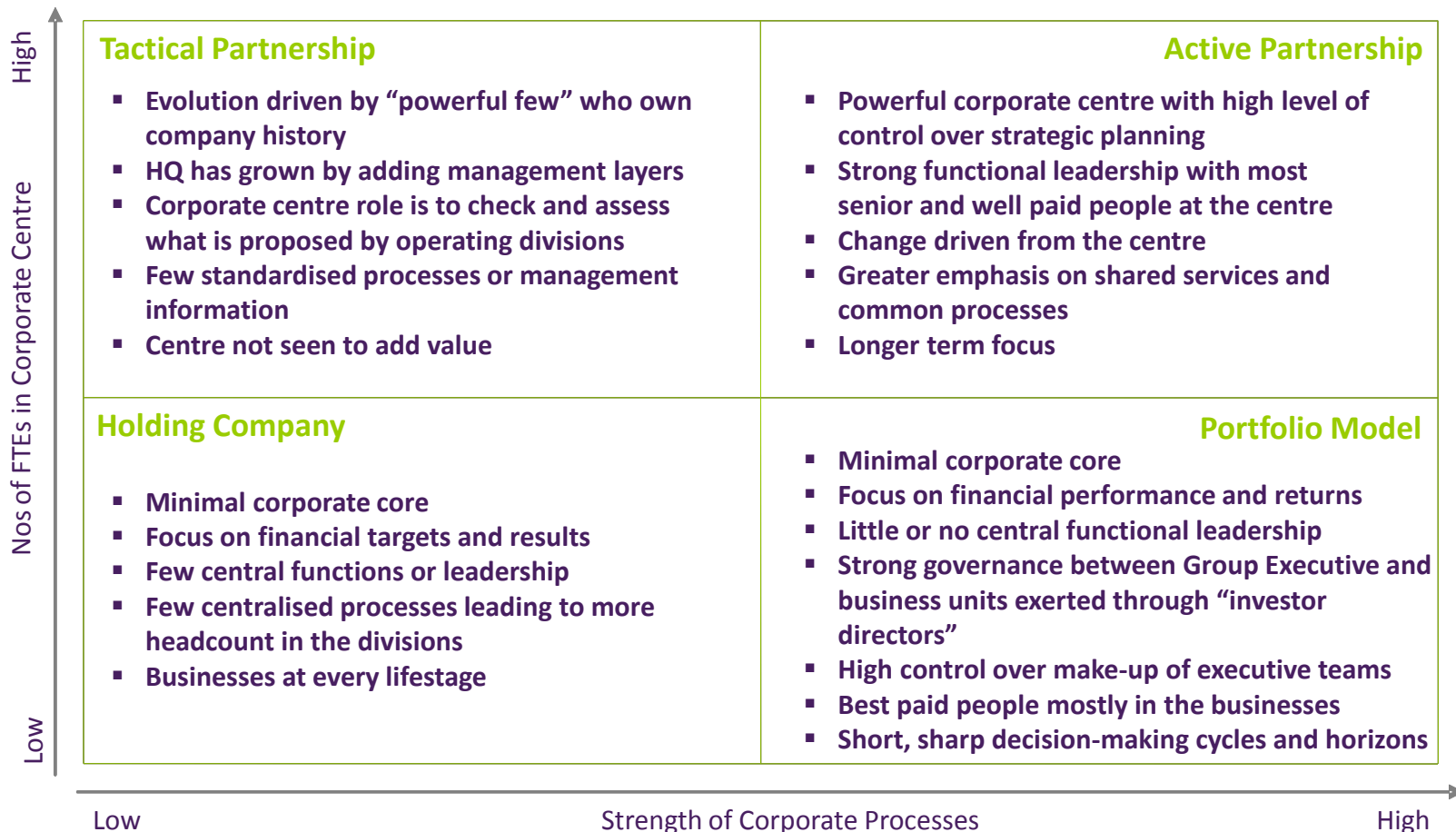
- Balance between economies of scale and BU autonomy
- Agree how best to share services across BUs
- Define the best way to leverage knowledge
- Align to market positioning

Governance and process alignment

- Who makes what decisions where
- Governance processes
- KPIs & measurement
- Functional interactions and information flows for key processes
- Map and redesign key processes
- Manage transition/change

An honest assessment of how roles and capabilities align with your future requirements

The four styles of corporate centre



Improving Financial Functions



Maxxim worked with Oxford's finance departments within the broader brief from Oxford University to help simplify structures and clarify roles, accountabilities and processes but also to win people over to the idea that new processes and ways of working could really make a difference. Below are some of the changes we effected:

- Supported the creation of a more effective and constructive working relationship between the central, divisional and departmental finance teams
- Defined the role of the Divisional Financial Controller, appointed and coached staff to vastly improve the image and reputation of the finance department
- Supported the agreement of new "joined-up" working processes that link the centre, divisions and departments improving "buy-in" to the new ERP system
- New budget process and model developed, communicated and implemented effectively across the university. University was able to set a realistic and comprehensive budget for the first time
- New forecasting process agreed and implemented effectively across the university, drastically changing the importance of financial performance
- New streamlined management reports designed and implemented and are now used consistently across all departments (replacing multiple previous versions)
- Supported radical overhaul of the chart of accounts, helping departments to reduce the number of cost centres being used and understand their accounts

Strategy Development



Working with the Reading Real Estate Foundation (RREF) we were asked to establish whether the current Reading Real Estate graduates meet the requirement and expectations of the leading employers in the sector and if, as was perceived to be the case, that they did not, what the causes of this were. In addition, we were to make high level proposals for action to remedy any problems.

This brief led us to probe and question the strategic focus of the Reading Real Estate Department and to ask how RREF could help support work that the team might want to do to address any issues. We produced a detailed assessment covering the brand, range and quality of the intake, the courses on offer, the research conducted, the teaching style, the competition, and the attractiveness of the graduates to employers. This led to the creation of a strategy for the School to ensure it retained its focus on ensuring its graduates were the most sought after by real estate employers.



During our wider work with the University of Oxford, in helping to simplify structures and clarify roles, accountabilities and processes Maxxim helped smaller divisions in the University, particularly lacking in strategy.

Department for Continuing Education:

- Ten-year vision and strategy for the Department
- Facilitation of Directorate strategic planning process
- Design and facilitation of consultation process ensuring buy-in of Departmental staff and key stakeholder engagement
- Advice, guidance and challenge on content/structure of strategic, implementation and organisation change plans

Estates Directorate:

- Facilitation of strategy session for Estates Senior Management Team
- Development of vision and mission, new organisation structure with roles and responsibilities, major changes required for success

Governance and Working Relationships



The then-Secretary of King's College London wanted to engender a sense of corporation and unity, in a university created through a number of mergers, in order to centralise and streamline some of the functions undertaken by each school. It was a difficult and sensitive project that went beyond structure into 'real hearts and minds stuff'.

Central to our success was the establishment of a working group of key individuals from both the academic and administrative teams who could review ideas and progress at every stage. In addition to this we established and managed a "management board", made up from members of the administrative team. We met weekly, reviewing progress, setting objectives and, importantly, defining key messages and communication requirements. Analysis was done through group sessions and individual interviews.

Outcomes:

- An agreed set of guiding principals for the whole College Administration
- Clear roles and responsibilities at the centre, on Campus and in Schools
- Clear processes for vital work such as recruitment and student registration amongst others
- A new framework for performance management
- Clear decision making frameworks for agreeing the service levels provided by central functions



We were asked to help simplify structures and clarify roles, accountabilities and processes but also to win people over to the idea that new processes and ways of working could really make a difference. Working with Giles Kerr we supported the creation of a more effective and constructive working relationship between central division and departmental finance teams, and defined the role of the divisional financial controller, appointed and coached, to vastly improve and reputation of the finance department.



Bournemouth University had consolidated 24 separate Professional Services departments into 5 key Directorates, but the task remained for each Directorate to establish a cost-effective structure and operating model that defined which services would be delivered to support the academic endeavour; what processes would be managed and whether this was to happen at the centre of the University in Professional Services, in the rest of the University or externally.

Prioritising a single Directorate, the Student and Academic Services Directorate, Maxim created an effective and efficient operating model and structure, identifying areas for savings. The method and approach for doing this would then be applied to the other Directorates. This enabled core processes that cut across Directorates (e.g., Recruitment, Admissions, Help Desk provision) to be optimised and efficiencies to be gained. It enabled Professional Services to focus on getting one or two major aspects right rather than launching a large number of smaller initiatives. Dealing with a core end-to-end process also provided clarity and transparency as to what was being tackled and how.

A Management Information strategy was also devised, leading to an MI solution for the University. The new model also optimised the recruitment and admissions process and streamlined the activities across the different Directorates involved.



Lancaster is formed of four Faculties, each with its own support model for the services provided to its Departments and each with its own distinct culture. The relatively new Central Services organisation is responsible for core functional processes but on top of these a number of departments have developed purely local approaches to meet their perceived needs.

Maxxim led the discovery phase which included a university-wide activity analysis of its administrative functions. Over 100 university staff were engaged through face-to-face interviews and workshops. Wave 1 of the BPR then began in May 2011, with four projects looking at designing new processes and support models for Finance & Procurement, Student Administration, Marketing and Admissions. Maxxim is taking a lead role in project management and provides analytical and thought leadership support across the whole programme.

Maxxim has also provided tools, guidance and support to establish the programme office.

Business cases were presented to the BPR steering committee in September 2011 outlining a number of options for administrative support models and functional processes; these projects are now at the design stage with Maxxim continuing to play a major role working alongside University team members.

Management Information



During our work with Bournemouth University , the following problems were uncovered regarding information and data pertaining to the organisation:

- Inefficient use of staff time in collecting information- more time spent preparing than analysing. Instead they needed a more user friendly tool.
- Needed better analytical reporting.
- Data from multiple sources, which needed joining together.
- Mistrust of information
- Too much data from which staff were no able to extract very much.
- The need for a single source of truth.

To redress this issue Maxxim designed and implemented an MI strategy:

- Identified what information was required, using a dimension mapping method.
- Identified the necessary architecture for an MI solution, and ranked the possibilities, i.e. Forecasting tools.
- Made careful analysis of the risks of employing versus not employing the MI solution and drew projected costs.
- Made a review of practices in other higher education (HE) institutions (particularly around tools and organisation structures).
- Made a detailed design, procured MI tools and resources and consulted staff on changes.
- Implemented the solution across BU, including the necessary configuration of the tool, implementing supportive resources, the development of reports, and the training and education of users.

Our Credentials

Restructuring, delayering and Board development



Enabled faster decision making, and drove a more strategic, joined-up view on key issues



DeLaRue

Organisation restructuring and business strategy alignment



Board alignment and coaching

Operating Models & Process Alignment



Target blueprint for Group Development of future process framework

LANCASTER UNIVERSITY



Guiding principles around key functions
Steering group to drive on-going Process Review



Redefine service delivery and operating model

Change and performance management

MEGGITT

Global project to redesign the group organisation and design and implement new performance reporting structures



Structure and delivery of change programme

British Sugar Group

Functional engagement



Mapped administrative processes to develop a Management Information (MI) strategy



CabinetOffice

Shared Services Benchmarking and Business Case Development



Culture Change



Culture audit & team behaviour frameworks

MEGGITT

HRIS and SAP program management
Functional implementation and change management

