MEMORANDUM

TO: Vice Chancellors and Deans
FROM: H. Holden Thorp
DATE: October 27, 2010
RE: Supervisory Spans and Elevating Departmental Business Functions

Enhancing communication and decision-making through reduced layers of supervisory management, and achieving better scale and cost-effectiveness by consolidating selected administrative functions, were two major areas of focus in the Bain study. To address these topics, I have asked the Office of Human Resources (OHR) to issue the attached guidelines for two new University initiatives – Supervisory Spans and Layers and the Consolidation and Elevation of Selected Departmental Business Functions, primarily human resources and finance. I ask you to carefully review these guidelines with your leadership teams and to make it a priority to make measureable progress on these initiatives beginning this fiscal year. Copies will also shortly be posted to the OHR web site.

The guidelines intentionally provide broad discretion in terms of how they are implemented and carried out. This is in recognition that no single approach will fit the mission or culture of every school and division, and that one of our strengths as an institution is the flexibility and authority that is afforded each of you to determine the most effective approach in structuring and operating your areas of responsibility. However, we all share the broader responsibility of ensuring that the University is managed effectively and in a way that demonstrates our stewardship of the resources provided to us by the State and other external entities that entrust us with performing sponsored research. These accountabilities compel us to seize this opportunity to make essential and sustained improvements in how we deliver core administrative services throughout the University, and how we design our organization in terms of supervisory reporting relationships.

I have asked OHR to develop specific procedures and reporting mechanisms in the months ahead to assist us in implementing these guidelines and monitoring our progress. OHR will provide further information directly to your unit’s HR Facilitators on how our position classification procedures will soon be modified to monitor supervisory spans and layers. While there is no requirement to modify existing supervisory positions to meet the new spans and layers guidelines, there is an
expectation going forward that these guidelines will inform your decisions at such time as SPA or EPA non-faculty supervisory positions are created or modified during the position classification process. Likewise, OHR will implement enhancements to the human resources data warehouse to give management the ability to track progress in this area. OHR has already begun to partner with individual Schools and Divisions that are pursuing Unified Business Clusters (UBCs) or other approaches to consolidating selected business functions. The attached guidelines further clarify how these organizational transformations should be approached; OHR will also meet individually with your School/Division administrative leadership to discuss these options and answer questions.

I recognize that these changes are significant and will not occur overnight. My interest is not in quick fixes, but in long-term, sustainable improvement. I expect you to carry out these changes in a way that minimizes any impact to individual employees as much as possible. However, I also want to convey the sense of urgency that all of us as University leaders must have in approaching these initiatives. I have committed to our Board of Trustees and to external stakeholders of the University that we will make a sustained effort to improve our administrative efficiency in a variety of areas. I consider the attached guidelines and your involvement and support in carrying them out as essential to the University’s success. Please accept my sincere appreciation for doing your part to help us advance as an institution.

HTT:bl
cc: Assistant and Associate Vice Chancellors Assistant and Associate Provosts Human Resources Administrative Advisory Committee (HRAAC) Members Human Resources Facilitators Carolina Counts Program Office

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