



UNIVERSITY OF TASMANIA
Asset Management Services
Policy and Administration Unit
Business Guide

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1. Introduction

This guide provides an overview of the functions of the Policy and Administration Unit within Asset Management Services (AMS). It is meant to be a guide for staff within Asset Management Services of the role and functions of the Unit and to provide direction to Policy and Administration Staff.

The Policy and Administration Unit's Operational Plan that is attached to this Business Guide has been developed with input from Policy and Administration staff.

2. AMS' Business

AMS is a section within the Finance and Administration Division and is directly responsible and accountable for the management of the built environment. This includes acquisition, operation and maintenance, refurbishment and disposal of assets.

In general, AMS is structured to focus on strategic planning for the built environment and contract management, while day-to-day activities (maintenance, cleaning, security, grounds, etc) are outsourced.

AMS is a service oriented department that exists to support the University achieve its core business in research and teaching. That is why our vision is "Managing assets for UTas Excellence".

3. AMS Values and Behaviours

In 2006 a working party involving AMS staff at all levels and from different units developed the following list of AMS values:

- ✓ **Direction** - by providing clear, consistent and inclusive direction to all staff
- ✓ **Communication** – will be open, constructive and information sharing
- ✓ **Accountability** – means to be empowered, have a sense of ownership and responsibility and not getting kicked in the butt but admitting mistakes and learning from them
- ✓ **Integrity** – Means honesty, ethical and professionalism
- ✓ **Innovation** – Including open mindedness and being resourceful
- ✓ **Commitment**
- ✓ **Ongoing learning** - constructive criticism
- ✓ **Customers** (we "value" them) – add worth
- ✓ **Respect** - equity/fairness/justice

The working party also developed a list of behaviours that are reflective of AMS values. These are the behaviours that we look for in our staff:

- ✓ We will make informed and rational decisions.
- ✓ Our efforts will be focused on providing sound solutions and outcomes for all stakeholders.
- ✓ We will receive support and encouragement from our AMS manager.
- ✓ Our direction will be aligned with our Strategic Planning

- ✓ Our direction will include being responsive to meet the needs of UTas's vision and goals
- ✓ We will engage all of the staff to review processes, including minimising waste and rework
- ✓ We will listen and learn
- ✓ We will include consultation and negotiation with each other
- ✓ We will be open and approachable
- ✓ We will engage all staff to review processes, including the providing of feedback and making improvements
- ✓ Our communication will be interactive and responsive with communities.
- ✓ We will be encouraged to have a go without fear or favour, to analyse and learn from it
- ✓ We will take ownership and show initiative
- ✓ Informed decision-making becomes the norm.
- ✓ We will be Champions for improving processes and outcomes and become role models for others.
- ✓ We will show our effectiveness in completing the job
- ✓ Role modelling for all by striving for the highest standards and fulfilling our commitments.
- ✓ Fostering a culture of leading by example at all levels.
- ✓ We will demonstrate flexibility
- ✓ We are encouraged to research new and innovative methods
- ✓ We will use our resources responsibly to minimise waste and rework
- ✓ We will be a progressive unit
- ✓ We will make time to undertake analysis/deconstruction of our processes.
- ✓ We will be forward thinking
- ✓ Participation/interaction
- ✓ Champion
- ✓ Being efficient and effective
- ✓ Involvement
- ✓ Listening and learning
- ✓ Having a go without fear or favour, analyse and learn from it
- ✓ Individuals taking ownership of their professional development
- ✓ Staff providing feedback and improvements
- ✓ Overcoming resistance by education, research and enlightenment
- ✓ Effective feedback
- ✓ Analysis and deconstruction
- ✓ Engagement of staff to review processes, including minimising waste and rework
- ✓ Being customer related
- ✓ Being responsive, understanding and acting on advice
- ✓ Effective feedback
- ✓ Timeliness
- ✓ Effectiveness in completing the job
- ✓ Interactive and responsive with communities
- ✓ Being supportive of each other
- ✓ Empathy – understanding of other person's point of view
- ✓ Acknowledge diversity
- ✓ Cooperative

- ✓ Loyalty
- ✓ Support and encouragement from manager and colleagues
- ✓ Recognition of other people and the work that they do
- ✓ Don't overreact – analyse and learn from it!
- ✓ Conciliatory
- ✓ Engagement of staff to review processes, including minimising waste and rework
- ✓ Role modelling

4. Structure of AMS

There are four Units within AMS – Capital Planning & Management; Facilities Management Unit, Infrastructure Services Unit; and the Policy and Administration Unit. Below is a broad outline of the major responsibilities of the Units, other than those of the Policy and Administration Unit:

The Capital Planning & Management Unit is responsible for space planning and the Capital Management Plan. The Unit also manages Building Projects for the University.

The Facilities Management Unit is responsible for managing the delivery of maintenance and minor projects and is responsible for operations including cleaning, security, parking, and grounds.

The Infrastructure Services Unit is responsible for managing the University's infrastructure (roads, electricity, gas, water) and the University's Centrally Managed Learning Spaces (CMLS). The Unit is also responsible for Environmental Management.

5. Policy and Administration Unit's Business

The Unit has a strategic, co-ordinating, supportive role in maintaining an AMS customer focus, developing and drafting policies, procedures, processes, systems, information management and analysis, developing our staff's knowledge and skills base, improving quality and in providing efficient and effective administrative support that together underpin AMS' capacity to fulfil its role within the University.

Our clients are the University's students, AMS and University staff members, contractors and visitors to the University.

6. Policy and Administration Unit Responsibilities

The responsibilities of the Policy and Administration Unit include:

- Administrative Support
- Asset Register
- Benchmarking
- Computer Aided Drafting (CAD)
- Communication

- Critical Incident Management Plan
- Development and maintenance of policies, procedures and processes
- Emergency Management Procedures
- Finance
- Human Resources
- Job Requests
- Lease Management
- Operational Planning
- Records Management
- Quality Control
- Systems and Information Management
- Timetable
- Venue Hire
- Website

7. Service Provisions

7.1 Administrative Support

Administrative officers provide high level administrative support to AMS staff in the North and the South. They provide secretarial support for major AMS meetings, book rooms, provide advice to clients on AMS policies and procedures, maintain the records systems for their respective areas, manage invoices and purchase orders and provide financial reports, manage correspondence and assist with Project Management.

7.2 Asset Register

The Asset and Property Officer is responsible for the recording, control and disposal of the University's assets on the Asset Register system and for managing the day-to-day property issues including lease administration. The Asset and Property Officer also coordinates the asset stock-take, the physical disposal of University assets, and provides advice and reports to University staff. The officer liaises closely with Financial and Business Services to ensure all financial treatment of assets is in accordance with University Financial policy.

7.3 Benchmarking

Benchmarking is an important tool and helps us measure how well we are doing our business. Data is collected and managed by the Policy and Administration Unit. The Unit also co-ordinates the collection of data for the annual TEFMA benchmark report. TEFMA is the Tertiary Education Facilities Management Association, that, among other things, publishes an annual performance report for the University sector.

7.4 Computer Aided Drafting (CAD)

We keep plans of all of our buildings and rooms which show the area and infrastructure services, such as electricity and fire hose reels. The

CAD Officer manages the integrity of the university's CAD drawing data and database, ensuring that the data meets our functional requirements. The CAD Officer provides advice and guidance to management, university staff and CAD data providers on all matters relating to CAD data, CAD standards and the utilization of CAD based information systems. The CAD officer also ensures that CAD data received from maintenance and project works meets the university's CAD drawing data standards.

7.5 Communication

The Communications & Projects Officer co-ordinates, develops and implements AMS' internal and external communication strategy, including the development and maintenance of the Section's website and internal share files server. The officer also co-ordinates AMS' promotional activities and produces the Section's newsletters, articles, formal reports, brochures and other marketing material.

7.6 Critical Incident Management

The University needs to be prepared to deal with critical incidents when these happen. We develop, maintain and review the Critical Incident Management Plan that provides the framework for the University to deal with critical incidents and we make sure that contact details are kept up to date. We also co-ordinate training for Critical Incident team members.

7.7 Policies, Procedures and Processes

All AMS staff are involved, as relevant, in the development of policies, procedures and processes. The Communication and Project Officer and the Northern Office Administrator each have roles in the development and documentation of procedures and processes. The Communication and Project Officer develops and maintains the website and the register of policies, procedures and processes to make sure that we maintain quality control.

7.8 Emergency Management Procedures

The Emergency Management Procedures provide a guide to University staff on how to deal with emergencies when these happen. Emergencies can be relatively minor ones that can be handled on the spot or they may need to involve State Emergency Services, Fire Brigade or the Police. We develop, maintain and review the Emergency Management Procedures that provide the framework to deal with emergencies and we make sure that contact details are kept up to date. We also co-ordinate Emergency Management training.

7.9 Finance

Unit Managers are responsible for managing their own budgets. We assist in the preparation of budget submissions and in finalising budget allocations. Administrative staff assist managers and staff in managing their budgets by managing invoices and purchase orders and by

monitoring accounts. The Northern Office Administrator has a monitoring role and co-ordinating role in documenting our internal financial processes to ensure consistency and compliance with University requirements.

7.10 Human Resources

The Northern Office Administrator co-ordinates the Section's human resource administration, including recruitment documentation, staff induction, staff development activities and performance management documentation.

7.11 Job Requests

All requests for works, including maintenance, building works, jobs, grounds, keys, are raised as a Work Order in the Asset Management Information System, Pinnacle. The Administrative Support Officer in the North is responsible for generating northern job requests and converting these into Work Orders. The Southern AMS Job Request Officers manage the job request process for all jobs/works that are handled by the University's Maintenance Contractor (currently RFM). They finalise and complete the work orders and reconcile the RFM monthly statement with the work orders. They also manage the transfer of northern and southern IDRs.

7.12 Lease Management

All leases must be approved by the Executive Director Finance and Administration. We maintain a register of leases and manage lease processes, from entering into a lease, renewing a lease or terminating a lease. We manage invoicing for leases of our property and payment of rental and other expenses. The Legal Office provides advice on lease documentation.

7.13 Operational Planning

AMS has adopted the Australian Business Excellence Framework as the model of how we work together. We co-ordinate the development of AMS' annual Operational Plan that is maintained on our Website. In addition to the Section's Operational Plan, each of the Units are required to develop their own Operational Plan.

7.14 Records Management

We have an electronic record management system (TRIM) which we use to manage our records. Administrative Officers look after the records for their particular area. The Southern Office Administrator oversees our Section's Records Management and develops and documents our records management procedures and processes.

7.15 Quality Control

We are improving our quality control measures by developing and documenting our procedures and processes and putting these on our IntraNet. Changes to our procedures must be approved by the

relevant Unit Manager and the Communications and Projects Officer keeps a register of our changes. The Officer also keeps a register of policies and advises when they need to be reviewed.

7.16 Systems and Information Management

AMS uses a number of Corporate Information Systems to help us manage our information. We use Archibus for space management and for venue hire. We are also looking at using Archibus for managing projects and leases. We use Pinnacle to manage our Job Requests and our Asset Register. We use TARA for booking rooms for unit code timetabled activities and school/section non-chargeable related activities.

SISFM is a new system that allows us to view maps and plans on line. The Manager, Asset Management Information Systems, primary responsibility is for the application management and planning of enhancements of the Information Systems used by AMS. The officer provides advice on the applications' capacities to meet the business needs of AMS and plans the timely implementation of upgrades and/or enhancements. The Manager also co-ordinates the maintenance of data standards and monitors the data integrity of the Systems and is responsible for the development of documentation, including business rules, processes and technical specifications.

7.17 Timetable

The Schools are responsible for their own timetable. They use TARA to book rooms for teaching activities. TARA is not a scheduling system and the timetable is 'rolled over' from year to year. The Schools' Timetable officers may need to negotiate with each other to resolve any conflict in the timetable. We may assist if they can't resolve the problem themselves. Our Timetable and Applications Officer manages TARA and looks after the annual timetable development cycle. The Officer provides training, advice and support to TARA users and develops and obtains reports for AMS and Schools.

7.18 Venue Hire

When our Centrally Managed Learning Spaces are not required for teaching, they can be booked for other purposes. External clients are usually charged a fee and most internal bookings are free of charge. Our Venue Hire Officer will identify appropriate rooms that will meet a client's need and will liaise with security and other staff to make sure that the venue is ready for use. The Venue Hire Officer will determine whether a booking is chargeable and will ensure that appropriate invoices are sent. The Officer also maintains and analyses utilisation of our venue bookings.

7.19 Website

The AMS website is an important means of communicating with our clients and is the home of our approved policies and procedures.

Clients can access our website to see what we do and what they need to do to contact us. Clear, up-to-date, accurate and easily accessible information is vital. Our Communications and Projects Officer is responsible for developing and maintaining our website. Our Administrative Officer in Launceston assists the Communications and Projects Officer by making changes to contact details and other relatively minor changes that don't affect the structure of our website.

8. Staff

Policy and Administration staff are part of the broader AMS team. By working as a co-operative and pro-active Policy and Administration team and as an AMS team, we are able to provide a professional service that meets the needs of our clients. Policy and Administration staff are often the first point of contact a client will have with AMS. We play a key role in ensuring that we provide a professional image and that our clients are satisfied with their AMS 'experience'.

9. Staff Development

Staff are employed because they met the selection criteria for the position that they were hired for. It is important, however, to maintain and develop skills – not only for the current position, but to prepare for future career opportunities. Staff are encouraged to identify their own staff development needs and to discuss these with their supervisor.