

ORGANISATION OF THE SCHOOL OF MEDICINE PROFESSIONAL SERVICES

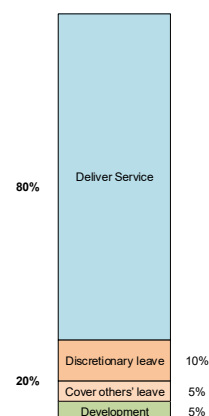
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Overview

1. The School adopts the term 'Professional Services' for the ~45 non-academic staff. The terms 'administrative,' 'managerial' and 'technical' are not precise and many roles include aspects that could be badged in more than one category and 'admin' has a historical connotation of unappealing routine tasks and; a poor start-point for motivating support staff to conduct work which is instrumental in making the University function.
2. The School's PS staff are structured into six Professional Services Teams, the leaders of these team plus the School Manager and the Finance Officer comprise the PS Leadership Team. The Team Leaders are the line managers of the people in their team. The Teams have clear purposes, identifiable leaders and formal outputs. Teams are a good vehicle for creating community and shared ownership of challenges and their solutions. The [diagram](#) shows how the teams fit into the School's structure.

Approach

3. Professional services workload is defined by a Services / Portfolios / Role approach which can be used to map activity, account for volume and manage change.
 - a. A **model** describes that team's **core functions** and displays the team interactions with stakeholders. A **service schedule** expands the core functions into a list of services that the Team will provide. Good business continuity mandates that most services can be provided by more than one individual to allow for sickness or holiday cover.
 - b. A **portfolio list** breaks the service schedule into coherent packages of work. It lists the effects to be achieved but not necessarily the method of achieving those effects. It also lists who the portfolio owner should report to and liaise with.
4. A **role map** bundles portfolios that are coherent and of a suitable grade in order to define a person's **job spec**. Portfolios may be allocated to more than one role, although the total FTE is then split. Cover portfolios can also be listed with no FTE allocation. Portfolios can be shuffled about on occasion in order to refresh an individual's job spec or to meet growth or shrinkage of activity.
5. **Teams and Individuals**. In general, it is the Team, not the individual, that delivers a service. For roles that are 'purpose-funded' the funder will receive the defined FTE of service; mainly, but not always from the named person. The Professional Services staff will adopt an 80/20 approach:
 - a. The named person will deliver the service 80% of the time.
 - b. Then they are likely to be on leave for 10% of the time¹, will provide reciprocal cover for leave, sickness absence or crisis of others for 5% of time and will be encouraged into development opportunities for a final 5%.



¹ An individual's leave amounts to 13% of working time but some of this is taken during Christmas shutdown

6. **Benefits of this approach.** Cross cover minimises the risk of single points of failure and is vital for business continuity. Development improves individual's skills and is good for staff satisfaction. Good satisfaction is a key factor in retention of staff, which is also important for good service delivery.

7. **Managing Information.** The Professional Services information management strategy is based on good use of role accounts, group accounts and share point sites:

a. **Role accounts.** Normally used by one person, preferred to personal accounts as access can be shared if required:

Role account (... @st-andrews.ac.uk)	Main user	
MedSchoolmanager	Clive Masson	School Manager
MedicineOps	Helen Clark	School Ops Manager
MedTeachingManager	Isla Tabberer	Teaching Ops Manager
Medicinepa	Kara Kinnaird	PA to HoS

b. **Primary Group emails.** Normally used by the Team Leader and the whole team:

MedicineLT	LT team Leader	Default for LT Team Leader (Chris Coutts) – not for service requests
Medresearch	Research Support team	Default for Research Sp Team Leader (Karen Ross)
Medadmiss	Admissions Team	Default for Admissions Team Leader (Pamela Forbes)
Medass	Assessment team	Default for Assessment Team Leader (Eoghan Beaton)

c. **Academic Role accounts.** Note that DoR and DoT, DoPG, Dol academic role accounts are also monitored by some PS staff.

d. **Medicine@...** This email address features on the website as a single point of contact for external users; normally related to admissions or teaching. It should not be used by existing staff.

e. **Specific Group Accounts.** These are used by teams and individuals for the purposes shown:

	...@st-andrews.ac.uk unless shown otherwise	Purpose	Users (Primary in bold)
Operations	mednews	News items for newsletter, website & twitter	
	medadmin	NSE auto generated emails	
	medschdiary	Invitations to whole school events	
	Bodydonation	Public facing contact point for body donation	Bequest Coordinator(s)
Infrastructure / facilities	Medproc	Procurement & ordering goods	Graeme Russell , Mike Fearon
	medicinesafety	Safety reporting	Alan Stewart , Helen Clark, Mike Fearon
	MedFaultreport	Reporting building faults	Mike Fearon, Graeme Russell, Henry Rae, Alice Haworth
LT	Medhelpdesk	Default for LT requests	
Admissions	Scotgem-admissions	ScotGEM Admissions queries	
Teaching	Medteaching	Teaching Support team	
	scotgem-admin	General ScotGEM admin	
	medpgt	PG T Business	
	medsupport	Student Support	
	Medsupport@scotgem	Student Support	
	medclinical		
	scotgem-placements		
	patientpartners	Liaison with Patient Partners	
	simpatient	Liaison with SimPatients	
	tbc	Liaison with External Lecturers	
	medpvg	Administration of PVG process	
Research	pgmed	PGR enquiries	
	medethic	Ethics enquiries	
	Cmed	Division email a/c	
	mededucation	Division email a/c	
	Infection	Division email a/c	
	Pbsci	Division email a/c	
	Mackenzieinstitute	Mackenzie Institute	

8. **Share point.** Sites in Medinternal (2) for; Admissions, Teaching (and student support), Assessment, Research, IT and Info Security, Infrastructure and Managerial (including P Files and Finance).

Enabling School Committees

9. The Professional Services Teams will enable the School's core committee structure; each Team to their cognate committees. The term 'Enabling' encompasses; maintaining and publishing

committee membership lists, sending calling notes and papers, managing records of decisions and / or action logs. The default setting will be a record of decision rather than full minutes.

School Committees	Ops Gp	PA to HoS	Record of Decision
	School Council	PA to HoS	Minutes
	Open Forum	PA to HoS	No minutes
	NHS Fife / St Andrews Liaison Cttee	Sch Mgr	Minutes
	Editorial Board	Ops Manager	Record of Decision
	EDIC	Ops Manager	Record of Decision
Ops / Facilities Committees	Space Planning & Infra Committee	Ops Manager	Action Plan
	School Safety Committee	Ops Manager	
Teaching / Student Support	Regional ACT Group		
	ScotGEM ACT group		
	Teaching Committee		
	P&WC		
	FtP Committee	Sch Mgr	
	Teaching Safety Committee		
LT Committees	IT Security Group		
Research Committee	Res Mgt Gp		
Assessment	Ethics		
Admissions			

10. **Resources and Managing School Budgets.** PS leadership Team have responsibility for managing and advising on a number of school accounts; monitor spend, check for errors, advise academic colleagues on consumption and reflect developing plans into budget predictions. Full detail in Finance guide but in short:

Salaries	School Manager / Fin Officer	
School Strategy	School Manager	
School Operations	Ops / Facilities Team Lead	
Infrastructure	Ops / Facilities Team Lead	
Teaching Infrastructure	Teaching SS / Ops jointly	DR, Clin Skills / MP Lab.
Taught Courses	Teaching / Student Support	
UG Student costs	Teaching / Student Support	
LT	LT team Lead	
Admissions	Admissions Officer	
Assessment	Assessment Officer	
Res and PG	Research Support Team Lead	
Divisional Accounts	Divisional Leads	

Culture

11. The PS Leadership Team support Continuous Improvement through process reviews and engagement with the University Continuous Improvement Board.

Annexes:

- A. Models and Service schedules
- B. Portfolios
- C. Role Table. Matches portfolios to individuals and roles.

ANNEX A – MODELS AND CORE SERVICES LISTS

PORTFOLIOS

T1 to T99	Teaching and Student Support Team
R1 to T99	Research Support Team
A1 to A49	Admissions Team
A50 to A99	Assessment team
?	LT Team
O1-99	Operations and Infrastructure Team.
F?	Finance Officer
M	School Management portfolios