



USQ Corporate Travel Office Structural Realignment Proposal

7 December 2018

1. PROPOSAL and RATIONALE

Background and Rationale

In 2013 USQ undertook a project to replace a manual travel management system made up of disparate systems with a more automated end-to end travel solution. Following go-live in 2014, work has been ongoing to achieve the planned benefits from the revised travel process resulting in frustration for both travellers and staff supporting the travel function. Consequently, the Deputy Vice-Chancellor (Executive Services) commissioned a review of the current processes and procedures encompassing the travel management system in order to identify options to improve efficiency and meet the demands of travellers.

A travel management business improvement initiative was established with Terms of Reference to assess the current processes, inclusive of the University travel system, in order to develop options for future travel. Delivery options were to consider internal and external governance requirements, user requirements, technology, vendor contracting and system change management.

The review entailed the examination of current documentation, current state process mapping against the documentation and facilitating 'voice of the customer' workshops which included a broad representation of USQ travellers and travel arrangers. Consultation was also conducted with peer University Travel Managers and corporate travel providers, together with an environmental scan of a broad range of travel policies and procedures in the university sector.

The review of the Travel Management System identified that current policy and procedure does not provide an effective method of enabling staff, students and visitors to undertake business travel. Further, the review identified numerous policy and procedure deficiencies and a complex booking work-flow process. The review also identified an organisational culture of pre-emptive checking and a high level of risk aversion.

The Corporate Travel Office (CTO) has historically facilitated USQ's corporate travel needs through the coordination of, and support for, individual travel requirements, and is overseen by the Associate Director (Finance).

Scope

In broad terms the scope of this Structural Realignment Proposal includes all staff, students and visitors across the organisation who have a business travel requirement, and more directly will impact the staff and operations of the Corporate Travel Office.

Proposal

The outcomes of the travel management business improvement initiative recommend that the University:

- enhance the traveller experience through the provision of a flexible and responsive self-service booking system;
- optimise administrative overheads; and
- develop an organisational culture of trust and empowerment by providing travellers and managers with autonomy and accountability for their responsibilities.

It is proposed to separate the travel approval and the booking processes, with travel approval facilitated through a self-service system, enabling a more adaptable and flexible approach when making bookings. Further, it is proposed that approval delegations be devolved to empower managers. Accountability for overall policy adherence will be the responsibility of all travellers and delegates. The proposal aims to introduce an enabling organisational culture that relies on data collection, smart analytics, auditing and reporting.

The proposal incorporates the introduction of a new system that is more user friendly and intuitive. It is anticipated that a concurrent review of travel policy and procedure will remove barriers which create process complexity associated with travel, and improve the quality of service offering. In addition, the inclusion of centralised payment for flights, accommodation and car hire will remove the requirement for the traveller to acquit these functions. The proposal seeks to enhance international traveller health and safety through the implementation of a global travel tracker, providing automated travel advice, informing of potential exposure and rapid response in the event of an incident.

The business improvement initiative identified there was a need to adopt a change of focus from a transactional and process driven environment which the current Corporate Travel Office staff operate in. Whilst the proposed changes are anticipated to impact the operations of the Corporate Travel Office, the changes advocated by the business improvement initiative will establish a progressive travel management system that aligns with sector-leading services and create a more empowering and motivated staff travel experience.

Future responsibilities and functions of the centralised coordination of University travel, include:

- Contract and vendor management
- Internal and External travel reporting
- System Training and support
- Support for maintenance of the risk management framework as it relates to travel
- In conjunction with Human resources provide advice on Travel Policy and procedure review
- Coordination of Airline Lounge membership
- Travel complaints management
- USQ travel portal management
- Insurance claim co-ordination
- Traveller profile management

The proposed future structure will be determined following feedback on this initial proposal, and will be included in the second phase consultation document, along with reporting relationships. It is possible that this function could either be located within the Financial operations activities led by the Associate Director (Finance), or as a component of Procurement Services and Strategy given the proposed progression from transactional processes to a greater emphasis on contract monitoring. Feedback on the location of this function is welcomed through this consultation phase.

Consultation and Implementation Approach

This initial consultation document outlines the outcomes of the Business Improvement Initiative – USQ Travel Management System Review, and provides an opportunity to ensure that all staff are well informed and have an opportunity to provide input and commentary on the proposal.

Feedback received during this time will be considered, along with further analysis and detailed considerations, to inform the final structure.

A timeframe for this proposal, along with the intended implementation and HR transition process, is outlined below.

Once the final structure is approved, deployment and implementation planning will be conducted in accordance with USQ Policies and Procedures, the USQ HR Organisational Change Management Guiding Principles and HR Implementation Framework, including consultation with affected employees.

2. SUMMARY OF HR PROCESSES and INDICATIVE TIMEFRAMES

The below timeframes are indicative only and relate only to the HR implementation/employee transition aspects of this proposal.

Activity	Indicative Timeframe
1. Proposal document released to staff.	7 December 2018
2. Opportunity to provide feedback and commentary closes.	21 December 2018
3. Feedback and comments considered and revised document released to staff for consultation.	21 January 2019
4. Opportunity to provide feedback and commentary closes.	1 February 2019
5. Feedback and comments considered, final decision made and structure approved for release/communication to staff.	11 February 2019
6. Determination of physical/environment, training, systems and processes in consultation with relevant employees.	Early-mid 2019
7. Implementation, HR and employee transition processes commence. <ul style="list-style-type: none">• Finalise position descriptions for proposed future required roles and evaluate those as required.• Confirm employee transition processes in accordance with the Human Resources Change Management Guiding Principles and HR Implementation Framework.	Early-mid 2019
8. Effective date of new structure.	1 July 2019

3. FEEDBACK and CONSULTATION PROCESS

All stakeholders have the option of providing written commentary and feedback, or raising questions on this proposal via Athol.Kerridge@usq.edu.au.

In person appointments (individual or group) may also be made with Athol Kerridge, Chief Financial Officer on 4631 2980 or Athol.Kerridge@usq.edu.au.

The opportunity to provide final commentary and feedback closes on 21 December 2018.

All commentary will be treated as confidential. There is no obligation to make a comment. All feedback will be given due consideration and where appropriate will inform considerations and outcomes.

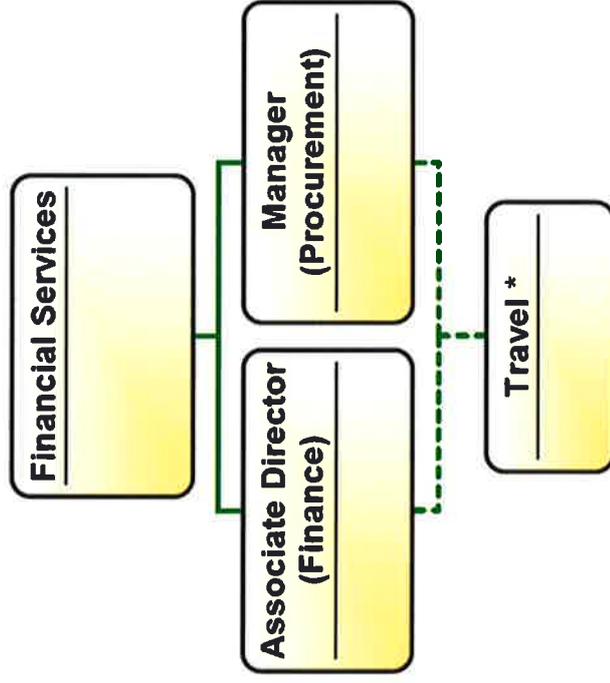
Staff members who feel they in any way may need personal support during this process are directed to USQ's Employee Assistance Program at <https://www.usq.edu.au/hr/healthsafe/eap>.

No decisions have been made in relation to final organisational structures and staffing or implementation activities, and no decisions will be made until employees have been consulted with, feedback collated and considered, and, as appropriate, incorporated into final plans.

Attachment 1: Proposed Travel Organisational Structure



Proposed Travel Organisational Structure



* The Travel function is proposed to report to either section within Financial Services, pending feedback.