



**Trinity College Dublin**

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



# Management Structures Handbook

2018



# Management Structures in Trinity College Dublin

## Background

Historically the Board of Trinity College made all decisions relating to both governance and management of the College. In recent decades Trinity College Dublin has created new management structures, being especially aware of the need to separate governance from management.

The first step was setting up an Executive Officers Group (EOG) which acted as a senior management team. This was done in 2001.

In 2008 a Planning Group was formed as a sub-group of EOG, and chaired by the Vice- Provost/CAO. It had responsibility for strategic planning, monitoring expenditure, and proposing initiatives to increase revenue and reduce costs. The Planning Group reported every 6 months to EOG, and the report also went to Board for the following reasons:

- to inform Board about measures taken by management to increase revenue and reduce costs, and
- and to seek approval for any specific initiatives that required Board approval.

In 2015, a Strategic Staffing Sub-Group (SSSG) was formed as a sub-group of Planning Group to approve staff appointments at all levels, and thereby manage staff costs. In September 2016 it was decided to revise the management structures; the Planning Group and SSSG were discontinued during this time.

In 2013 a Capital Review Group (GRG) was formed as a sub-group of EOG. Chaired by the Bursar/Director of Strategic Innovation it has responsibility for approving capital expenditure up to €500k on behalf of EOG, and for making recommendations for above that amount to EOG, Finance Committee, and Board. It is administered by staff from a newly- created Programme Management Office (PMO).

In 2013 and 2014 a Space Allocation Group and a Risk Management Group were formed to allocate space if issues could not be resolved by Faculty Deans/COO, and to monitor and mitigate high-level risks respectively. An Identity Management Group was established in 2015 to manage the Trinity brand in response to issues that emerged at that time.

## Revision (January 2017)

These groups worked effectively to manage the financial crisis that began in 2008. It was appropriate to revise these structures to manage an environment in which State funding is at a much reduced level, and a greater degree of entrepreneurial decision-making is required if Trinity College is to flourish. In addition we should

- continue to separate governance/oversight from management/decision-making, and
- re-design the groups to eliminate activities that do not continue to add value

In particular, EOG has agreed that Trinity must have management structures that continue to allow for:

- (1) Officer and senior management input into Trinity's overall strategic direction;
- (2) increased speed of decision-making with increased analysis of and mitigation of risk;
- (3) more focus on identification of opportunities for revenue generation and cost reduction, and for launching new academic activities that develop Trinity's mission;

## Management groups and their relationship with each other

*It was proposed*

- To focus the work of Executive Officers on the management of the overall strategic direction – this will achieve (1) above. This will be done by an ongoing focus on the Strategic Plan approved by the Board and projects deriving from it.
- Furthermore, in view of the continued strategic importance of brand development, the Identity Management Group will be continued as a sub- group of EOG. Its remit will be extended to include marketing and high-level communciations.

*It was proposed*

- To create a new formal management group called “Chief Officers”, which acts as an advisory group to the Provost and meets weekly. This will deal with routine matters, rather than EOG, including receiving reports from the following sub-groups:
- The Risk Management Group will be re-established as a sub-group of Chief Officers. This will help achieve (2) above.
- The Space Allocation Group will be re-established as a sub-group of Chief Officers. This will help achieve (2) above.

*It was proposed*

- To re-establish the Planning Group as the management group responsible for (i) setting the budgets of Faculties and Divisions on an annual basis to achieve the College’s strategic objectives, (ii) approving operational expenditure in the College, including ad hoc requests that emerge from officers, and (iii) proposing revenue generation and cost control initiatives to EOG and Board through the Planning Group reports. This will achieve (3) above. In addition,
- The Faculty Executive Committees (FECs) will be established as sub-groups of Planning Group. This will not affect the operation of the FECs other than that formal management decisions of Planning Group may be delegated to them, and the minutes of the three FECs will be send for noting (and discussion if necessary) at Planning Group meetings. This will achieve greater visibility of spending and staffing projections/decisions made at Faculty level.

*It was proposed that:*

- The CRG will be continued in its current form, emphasising that it deals with Capital Expenditure approvals whereas Planning Group deals with Operational Expenditure approvals.

In summary, these management groups operated from January 2017 to January 2018. A self-evaluation process was conducted for both the Chief Officers’ Group and the Executive Officers’ Group in January 2018. The findings of the self-evaluation process were considered by the Executive Officers’ Group in February 2018. On the basis of the findings, it was agreed that meetings of Chief Officer Group would be on an informal basis and that the Executive Officer Group should revert to meeting every two weeks to consider all formal items of business previously considered by the Chief Officers’ Group.

Terms of Reference of the highlighted groups are given in the appendices. The others continue as they are.

## Summary of management structure 2017

1. Executive Officers Group
  - 1.1. Identity Management Group
2. Chief Officers Group
  - 2.1. Planning Group
    - 2.1.1. Faculty Executive Committees
  - 2.2. Capital Review Group
  - 2.3. Risk Management Group
  - 2.4. Space Allocation Group

The structures summarised above which were approved by the Executive Officer Group on 31 January, 2017, were reviewed after a year of operation. After this review it was agreed that the Chief Officers' Group would meet on an informal basis and act as an advisory group to the Provost and that the Executive Officers' Group would consider all formal items of business.

## Summary of management structure 2018

1. Executive Officers Group
  - 1.2 Identity Management Group
  - 1.3 Planning Group
    - 1.3.1 Faculty Executive Committees
  - 1.4 Capital Review Group
  - 1.5 Risk Management Group
  - 1.6 Space Allocation Group
2. Chief Officers' Group

## Appendix: Terms of Reference of Management Groups 2018

### 1.1 Executive Officers Group

This will include Officers whose role relates to strategy creation and implementation. The remit of EOG will be to review the progress of the current Strategic Plan, to initiate discussion and ultimately approve new strategic initiatives, and embed prioritisation into decision-making process. It will also be the group coordinating and ultimately agreeing the 5 year Strategic Plans ahead of submission to Board for approval. All formal items, as appropriate, of business will also be considered by the Executive Officer Group in advance of submission to Council and/or Board. The Provost will report relevant EOG business to Board as part of the Provost's Report.

#### Terms of reference of EOG\*

- Advising the Provost;
- Monitoring the implementation of the Strategic Plan;
- Initiating the development of the 5-year Strategic Plans with wide-ranging external and internal inputs, and finally agreeing them before submission to the College Board for approval;
- Initiating policy formulation;
- developing and co-ordinating plans to implement policy approved by Board;
- Carrying-out strategic planning functions, e.g. assigned to Executive Officers following specific actions in the Strategic Plan;
- Maintenance of high-level risk register;
- Overview capital and operational budgets, with risk assessments;
- Receive minutes of the
  - Planning Group (see Planning Group ToR below);
  - Capital Review Group (see CRG ToR below);
  - Risk Management Group;
- Agree draft policies before submission to Board or Principal Committees;
- Approve investments, capital acquisitions and disposals of up to €3M;
- Approve investments, Capital Acquisitions and disposals above €3M before submission to Board for approval;
- Overview of external relationships;
- Review Planning Group Report to Board;
- Dealing with emergencies as they arise;
- Day-to-day management;
- Executive officers shall meet twice per month;
- Membership of Executive Officers is at the invitation of the Provost, and currently (June 2018) is:
  - 1) Provost
  - 2) Vice-Provost/CAO
  - 3) Dean of Research
  - 4) Bursar/Director of Strategic Innovation
  - 5) Vice-President for Global Relations
  - 6) Head, School of Medicine

- 7) Dean, Faculty of Arts, Humanities and Social Sciences
- 8) Dean, Faculty of Engineering, Mathematics and Science
- 9) Dean, Faculty of Health Sciences
- 10) Chief Operating Officer
- 11) Treasurer/Chief Financial Officer
- 12) Director, Human Resources
- 13) College Secretary
- 14) Director of Public Affairs and Communications
- 15) Chief Innovation and Enterprise Officer

*\* The role and functions for EOG were approved by the Board in 2008 (minute 8/206), and are expanded here to provide more clarification*

## 1.2 Identity Management Group

The Identity Management Group strategises matters relating to the brand of Trinity College Dublin, the University of Dublin

### Terms of Reference of the Identity Management Group (February 2015)

- To ensure the successful implementation of Trinity's visual identity and to assess the College's identity strategy as outlined in the Strategic Plan 2014-19 (C9.3).
- To establish protocols and policies for Trinity's identity project.
- To assist with the development and prioritisation of the College's identity architecture, including consideration of dual identities.
- To approve any new Trinity visual identities.
- To provide guidance on the use of standard URLs across Trinity.
- To provide guidance on the written usage of our name and to develop a naming protocol for Trinity funded entities.
- To identify key messages to be communicated by College.
- To provide guidance on achieving College buy-in for the identity project.
- The Identity Management Group reports to the Executive Officers Group (EOG).
- The Identity Management Group will meet once every 2 months.
- To act as a problem solving forum for identity issues.
- Membership:
  1. Provost (Chair)
  2. Registrar
  3. Students' Union President
  4. Graduate Students' Union President
  5. Chief Innovation and Enterprise Officer
  6. Commercial Director or nominee
  7. Director of Internationalisation, Global Relations
  8. Manager, Academic Services Division
  9. A Trinity Research Institute Director [Currently Prof Jane Ohlmeyer]

10. Online Education representative (currently Prof Veronica Campbell)
11. Director of Public Affairs and Communications
12. Director of Marketing (Secretary)

### 1.3 Planning Group

The Planning Group keeps a high-level overview of all operational activities: academic, corporate, and financial. It prepares financial projections, sets budgets for Divisions and Faculties and monitors expenditure. It facilitates a stable environment so as to enable strategic decision-making at Faculty and School level. All requests for funding from the university's recurrent budget are analysed by the Planning Group so as to introduce resource assessment into decision-making process at the earliest possible stage.

The Planning Group will develop fixed multi-annual School budgets (called the Baseline Budgeting Model, or BBM). Staffing and other expenditure decisions will be made by Schools within the context of these budgets, in accordance with overall Faculty plans and School strategic plans. Strategic Staffing Sub-Group will no longer exist. Individual staffing requests would be approved by either COO, Treasurer/CFO, VP/CAO or the relevant Faculty Dean, and processed when funding source has been approved according to FSD procedures.

Funding may be approved if it falls within the BBM Process; otherwise if there is a call on the strategic funding it requires sign-off by the Provost and CFO, who will consult with Chief Officers if necessary.

#### Terms of reference of the Planning Group

- The Planning Group reports to Executive Officers. The work of the Planning Group may be described as falling into three areas and its agendas are influenced by the time of the year in which each is most important: These are:
  - Financial planning
  - HR planning
  - To advise the Vice-Provost/CAO on decisions as required.
- The Planning Group meets once every two weeks.
- The Planning Groups reports twice a year to Board.
- A summary of the key activities carried out under each heading is shown below:-

#### A. Financial Planning

1. Oversee the BBM process:
  - a. Agree the assumptions underlying the BBM process
  - b. Agree the allocation of budgets between the faculties.
2. Agree the financial support for Research Institutes.
3. Consider requests for all funding requests that fall outside the BBM process.
4. On acceptance, in broad principle, of a strategic initiative by EOG the Planning Group will
  - a. Consider the business case
  - b. Monitor implementation and progress
  - c. Report back to EOG on issues, risks and progress.

#### B. HR Planning

1. Monitors implementation of the HR strategy.



2. Monitors workforce planning.
3. Decides an annual recruitment level that reflects the College's financial position.
4. Decides on how the agreed level of [senior] appointments is divided between Faculties/Divisions and between Faculties.
5. Decides on the timeline for such a recruitment cycle.
6. Reviews implementation of the Employment Control Framework (ECF) targets, as necessary.

**The membership of Planning Group is:**

- 1) Vice-Provost/CAO, Chair
- 2) Treasurer/ CFO or nominee
- 3) Chief Operating Officer
- 4) Dean, AHSS
- 5) Dean, EMS
- 6) Dean HS
- 7) Director, HR
- 8) Manager, ASD
- 9) Vice-President for Global Relations.

Administrative Officer, Office of the Vice-Provost/ Chief Academic Officer as secretary

The Dean of Research will be invited to attend meetings of the Planning Group if research related items e.g. financing of research institutes, are being discussed.

**1.3.1 Faculty Executive Committees (Extract from the Schedules to the Statutes)**

In each of the Faculties established in Schedule 1, there shall be a Faculty Executive Committee, which shall

- support the Dean in providing academic and strategic leadership within the Faculty,
- promote academic excellence in all areas of the Faculty's activities,
- provide a forum in which to discuss all matters relating to the Faculty,
- have oversight, within overall College guidelines, on staffing requests within the Faculty,
- have oversight, by delegation from Council pursuant to section 7(1) of the Chapter on Academic Staff and to section 3 of the Chapter on Administrative, Technical and Support Staff, of requests for leave for academic purposes from members of staff within the Faculty, and
- have oversight, by delegation from Board pursuant to section 7(2) of the Chapter on Academic Staff and to section 3 of the Chapter on Administrative, Technical and Support Staff, of requests for leave for other purposes from members of staff within the Faculty.

## 1.4 Capital Review Group (CRG)

The Capital Review Group (CRG) reports to Executive Officers. Authority is delegated from Executive Officers to CRG for the management of the Capital Project approval and prioritisation process, the initial review and recommendation of projects for approval or rejection, the monitoring of the College project portfolio performance, the recommendation of project change requests for approval or rejection, and the approval of a project's progression through the Stage Gate process for all project Stage Gates not requiring Board approval.

CRG is not responsible for the execution of projects, but plays an oversight role on behalf of Executive Officers and Board to monitor project performance against what was approved. It also monitors the overall College project portfolio performance and may recommend reprioritising, placing on hold or halting a project to support the success of the overall portfolio.

CRG does not have the authority to make decisions on behalf of the Project Steering Group or Sponsor, but can raise concerns about a project and may escalate these concerns to the Project Sponsor or Steering / Executive Officers / Board for resolution. CRG reports decisions, recommendations and escalations to Executive Officers. CRG reports decisions affecting space allocation to the Space Allocation Group. CRG may approve projects with a capital spend up to €500k.

As the PMO does not have a responsibility for proposed or approved projects with a capital spend of less than €50k, responsibility for receipt and recording of information for these projects (approval, prioritisation, performance reporting etc.) lies with local project offices where these are in place, and with PMO for support of the business areas otherwise.

In summary, key responsibilities of CRG include:

- Reviewing the strategic alignment and completeness of business cases, for projects with a capital spend of €50k or greater.
- Approving budget / spend to support the development of a full project Business Case for submission for approval up to a value of €500k.
- Reviewing and making approval or rejection recommendations on new projects or project change requests.
- Presenting CRG recommendations to EOG/Board for approval on new projects / project change requests, including:
  - Approval or Rejection of projects / change requests.
  - Agreeing / recommending an appropriate project Sponsor.
  - Agreeing/recommending appropriate Steering Committee membership and Chair.
- If the Sponsor is not a member of Executive Officers, agreeing / recommending an appropriate champion.
- Approving a project's progression through the Stage Gate process where approval is not required by EOG/ Board.
- Taking decisions to place in-flight projects on hold or to cancel projects due to issues with the individual project, or with the overall project portfolio
- Reviewing project performance against the approved baseline
- Reporting to Executive Officers / Board and other committees (as required)
- Appropriate level of detail on the performance of the College project portfolio, highlighting exceptions and key areas of risk
- Appropriate level of detail on the College Capital Project pipeline, of decisions, recommendations and escalations made,
- Priority of projects, and any change to priority.

## Level of Approval Authority

All capital projects with an estimated / potential capital spend value of greater than €50k must be submitted to CRG for inclusion in the College Project Approval & Prioritisation process, irrespective of whether funding for capital spend is available or being sought.

CRG can approve projects with an estimated / potential capital spend of up to €500k. CRG may decide to escalate projects within their approval limit to EOG for approval if deemed appropriate (e.g. project is of high risk).

- All projects with an estimated / potential capital spend value of greater than €500k must have an EOG Champion assigned.
- Executive Officers can approve projects with an estimated / potential capital spend of up to €3m. EOG may decide to escalate projects within their approval limit to Board for approval if deemed appropriate (e.g. project is high risk).
- Any project with an estimated / potential capital spend of more than €3m must be approved by Finance Committee and Board.
- Deans and Chief Officers are responsible for sign-off of projects being proposed by their area in advance of their submission via CRG into the project Approval & Prioritisation process.

## Project Approval & Prioritisation

Initially, projects will be accepted by PMO on an ad-hoc basis and scheduled for inclusion on the monthly CRG meeting for approval and prioritisation. In the longer term prioritisation may be determined on an annual basis. Projects with an estimated value of capital spend between €50k and €500k will be submitted via the local Project Office (where one exists) into PMO.

Where a local Project Office does not exist or where the estimated value of capital spend is €500k or greater, submissions will be made directly into the PMO.

All submissions will be presented using standard templates / formats for ease and efficiency of filtering and understanding.

When an annual prioritisation process is adopted submissions will follow a 2 pass review approach through the CRG. The 1 pass will be used by CRG to review all project submissions at a high level and filter those that are not to be progressed further as they are not considered to be appropriate for College to pursue at this time. Projects will be categorised into one of the following:

- Rejected
- Additional information required before being considered further
- On hold
- Progressed to the next pass of the CRG process.

These meetings will be scheduled to take place annually at the end February through end March. The 2 pass will be used by CRG to review those projects progressed from the pass at a much greater, granular level of detail. Detailed Business Cases will be developed by the Project Sponsor and a standard summary template completed for submission to CRG. Submitted proposals will be considered, Business Cases challenged, and decisions made on what projects are to be recommended for:

- Rejected
- Additional information required before being considered further
- On hold
- Approved.

This decision will be based on a number of criteria and will take into account the impact of a project on the overall College project portfolio, and the appropriate use of College resources (money, people, technology, etc.). These meetings will be scheduled to take place annually from May through mid-June.

Projects being recommended for approval will be presented to EOG / Board for approval, as appropriate.

#### Terms of reference of CRG:

- To consider Capital Projects and satisfy itself that the College's strategic objectives are supported / delivered by them.
- To improve the transparency, monitoring and control of capital spend within College
- To challenge business cases and change requests in order to ensure College gets value for money.
- To act as the primary filtering and decision point for proposed projects and existing project change requests, making recommendations on project approval or rejection, and prioritisation within the College portfolio.
- To act as the primary decision point for in-flight / live projects, making recommendations on the prioritisation of a project to ensure the success of the overall College project portfolio.
- To act as the final decision point for approval of a project through Stage Gate, for Stage Gates not required to be approved by Board.
- To effectively monitor the College project portfolio, reporting the appropriate level of detail to EOG, Board and other committees as required.
- To manage and report on Capital Project approval and prioritisation, and project portfolio performance reporting processes in a timely and effective manner.
- Membership:
  - Bursar (Chair).
  - Chief Operating Officer.
  - Treasurer/Chief Financial Officer.
  - In attendance: Head of PMO. PMO Admin (Secretary).

### 1.5 Risk Management Group

The Risk Management Group are responsible for guiding and directing the Risk Management Function and advising management groups, and Board as appropriate. The Risk Management Group reports to Executive Officers on all matters of risk management and submits copies of the minutes of each RMG meeting to the Executive Officers. The Executive Officers Group will include risk management as a standing agenda on one meeting per month. The Chief Risk Officer chairs the Risk Management Group.

#### Terms of reference:

- Guide and oversee the development of the risk management policy;
- Oversee the development and implementation of processes to support the identification, assessment, management and reporting of risk;
- Develop a Risk Appetite Statement for the University and define the Risk Appetite for each Category of Risk;
- Review the risk register(s) produced to ensure that risk management policy and guidance have been consistently adhered to in all academic and administrative functions;
- Review the risk register(s);
- Report to the Board and Audit Committee;
- Monitor the effectiveness of risk management;

- Promote the ongoing enhancement of risk management processes;
- Membership:
  - Chief Risk Officer (Chair)
  - Chief Operating Officer
  - Faculty Deans (x3)
  - Bursar/Director of Strategic Innovation
  - Dean of Research
  - Secretary to the College
  - Director of IT Services
  - Treasurer/Chief Financial Officer
  - Deputy Chief Financial Officer
  - Manager, Academic Services Division
  - Finance Partner, Corporate Services Division.

## 1.6 Space Allocation Group

The Space Allocation reports to the Executive Officers Group and is responsible for the coordination of strategic space allocation and development as informed by College's Development Plan and other policies approved by Board. The main functions of the Space Allocation Group are:

- (i) To consider requests for the allocation or reallocation of space for academic or support areas and to advise the Executive Officers where such additional space is to be provided, where these issues cannot be first resolved at School/Unit or Faculty level; (ii) To consider the allocation of space between Faculties or Support Services and recommend accordingly; (iii) To note the reallocation of space within Faculties and the Support Services.; (iv) To advise the Executive Officers of the need to initiate development projects or to acquire property in order to meet approved or anticipated space requirements; (v) To review from time to time the College's Space Allocation Policy and to recommend any amendments the Group considers necessary to that policy.

### Terms of reference of the Space Allocation Group

- The group shall comprise the following membership:
  - Bursar (Chairperson)
  - Faculty Deans (x 3)
  - Chief Operating Officer
  - Director of Estates and Facilities
  - Space Planning Officer (Secretary)

The members may authorise deputies to take part in meetings on their behalf.

- Membership of the Group shall be reviewed annually by the Chairperson in consultation with the Director of Estates and Facilities and changes as required shall be recommended to Executive Officers for approval.
- The Group shall meet monthly throughout the year, or as required if the business requiring its attention should so dictate.
- The Space Planning Officer shall act as Secretary to the Group and be responsible for the preparation and distribution of the agenda, papers, and minutes.
- An agenda and papers will normally be circulated one week in advance of each meeting.
- Meetings require a quorum of 50% of the members plus one.

- Within individual Faculties the Deans will advise on reallocation of space between Schools. The Chief Operating Officer will advise regarding reallocation of space between support areas in CSD. Space Allocation requests will only be discussed at the Space Allocation Sub-Committee if the following process has been followed:
  - (i) Space Requests have been signed off and approved by the relevant Head of School / Head of Support Unit.
  - (ii) The relevant Faculty Dean / Chief Officer have been made aware of this request and are unable to accommodate the request.
  - (iii) The relevant Space Request Form has been completed and returned to the Space Planning Officer three days in advance of the Space Allocation Sub Committee.
- Recommendations / decisions of the Space Allocation Group will be recorded and passed to the Capital Review Group for noting / information. When a capital project requests funding approval, the Capital Review Group will confirm that Space Allocation Sub Committee has approved the space before considering the project for approval (where relevant). The secretary of the Capital Review Group will pass on recommendations relating to previous decisions made at Space Allocations Group to the secretary of the Space Allocation Group.

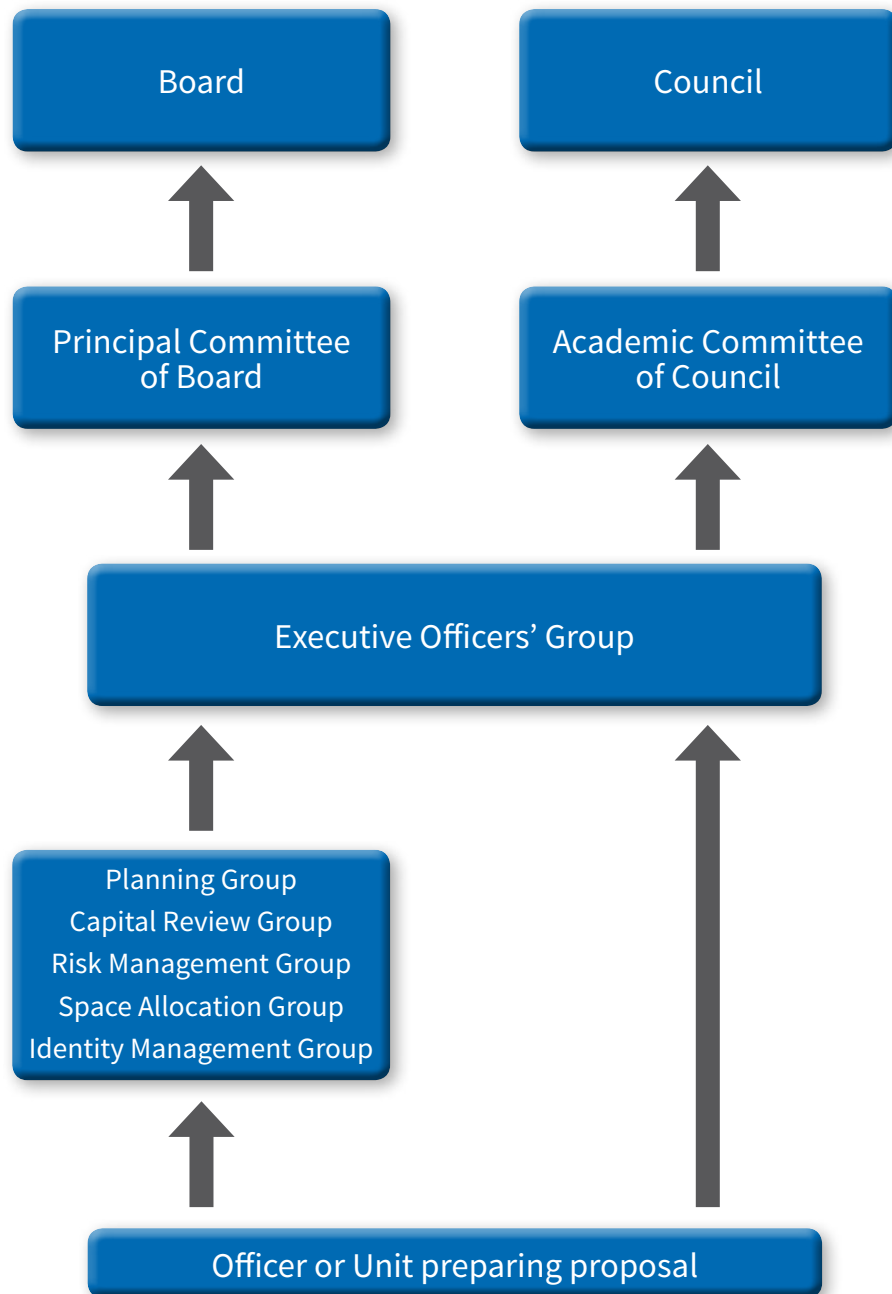
## 2.1 Chief Officers Group

This will be a sub-set of the EOG. It will meet weekly, on an informal basis, and act as an advisory group to the Provost.

Terms of reference of Chief Officers:

- Advising the Provost on matters on his agenda;
- Receive updates from the Chief Officers and offer advice;
- Overview of external relationships;
- Membership of Chief Officers is:
  - 1) Provost (Chair)
  - 2) VP/CAO
  - 3) CFO
  - 4) COO
  - 5) Bursar/DSI
  - 6) CIEO
  - 7) Chief Risk Officer

## Approval Process Strategic items and Initiatives, Policies & Routine items





## Trinity College Dublin

### Council Meeting XX XX 2018 Document for consideration under Section A

Confidentiality status:

Council members only: \_\_\_\_\_ Confidential College circulation only: \_\_\_\_\_ Unrestricted: \_\_\_\_\_

Title:	
Author:	
Date of Document:	
Purpose:	
Link to Strategic Plan (if relevant)	
Previous consultation / consideration:	
Action required of Council:	





## Trinity College Dublin

### Board Meeting XX XX 2018 Document for consideration under Section A

Confidentiality status:

Board members only: \_\_\_\_\_ Confidential College circulation only: \_\_\_\_\_ Unrestricted: \_\_\_\_\_

Title:	
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## Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath  
The University of Dublin

Trinity College Dublin,  
The University of Dublin,  
Dublin 2, Ireland

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