

**Kennedy School of Government/HUCTW
New Work Systems at Harvard
NWSH Team Charter
June 11, 2003**

Objectives

To develop or improve a service model for faculty support that is:

1. Effective, efficient and meets the needs of the faculty.
2. Improves the work life for Faculty Assistants by removing barriers to fulfilling their job responsibilities, providing resources and tools, and identifying mechanisms for support.
3. Provides Faculty Assistants with opportunities and support for training and career development.
4. To engage Faculty Assistants in decisions relating to designing, managing and evaluating their work in an on-going manner.

Scope of Design Process

1. Document the range and allocation of services provided by Faculty Assistants under the current KSG service model.
2. Document and validate faculty requirements for support.
3. Improve or redesign the processes for delivering services.
4. Describe the Faculty Assistant roles and leadership.
5. Determine a method for allocating Faculty Assistants to faculty.
6. Establish an approach to performance management.
7. Describe a path for Faculty Assistants to learn new skills and gain responsibilities.
8. Provide a business case for training, development and other resources needed by Faculty Assistants to perform their role.
9. Identify support needed from and obligations to other back office operations at KSG.

10. Outline a system for on-going development of Faculty Assistant services that includes assessment, improvement, adaptation and redesign.

Parameters

1. The KSG design process will follow the NWSH Guidelines developed by the NWSH Steering Committee.
2. There will be no consideration of the level or methods of allocating Faculty Assistant hours to faculty. (How Faculty Assistants deliver the services is wide open.)
3. Changes to staffing levels and ratios will require a strong business case.
4. Compensation
 - a. There will be no consideration of individual merit pay.
 - b. Open to all other alternative models of pay.
5. Issues relating to physical space should be deferred to the implementation phase once the service and organizational models are developed.

Communication and Reporting

1. The NWSH Design Team will work under the direction and with the support of their union and management sponsors.
2. The NWSH Design Team will provide updates to its union and management sponsors and to the KSG Joint Council at least once a month.
3. The NWSH Design Team will involve Faculty Assistants in aspects of the design process (e.g. gathering data, analyzing data) and in providing input on recommendations.
4. The NWSH Design Team will provide regular updates to Faculty Assistant staff.