SACL Matrix Working Group
Initial Recommendations
Executive Summary
April 28, 2015

Two sub-teams... Financial Operations and Human Resources... have completed an initial review of related current policies and practices across the division. These reviews informed several primary findings and, in turn, initial recommendations for (re)structuring SACL resources to meet related needs effectively and efficiently.

Primary Findings
1. Colleagues are committed and do their best to keep up with the work load.
2. The same type of work is performed in a number of different ways across the division.
3. Staffing resources allocated to financial and human resources functions vary significantly across the division, and include “specialists” and “generalists.”
4. There is insufficient cross-training/back-up to support needs in the absence of colleagues having primary responsibility for these functions, causing inconsistent timeliness of task completion.
5. There has been a long history of “silo thinking” regarding the performance of these functions; units have largely been left to fend for themselves.
6. Training is generally inadequate and there is insufficient documentation for related processes.
7. Many colleagues know how to perform a task/function but lack contextual understanding.
8. Communication up/down/across the division is inconsistent.

Initial Recommendations
1. Implement a business center model, with corresponding staffing resources allocated to meet the need.
   • Establish three business centers for Financial Operations and for Human Resources, with two unit-specific centers to handle recurring/routine planning and processing, and a third center responsible for over-arching functions that support the entire division.
2. Undertake a rigorous effort to standardize all related policies procedures to the extent reasonably possible/practical. (This will be undertaken by several work teams.)
3. Ensure orientation, training and related development efforts for all related staff positions that adequately prepare colleagues to do their work. (This will include development of an integrated SACL plan.)
4. Adopt a flexible staffing model that ensures availability of resources across the adopted model to best ensure functions will consistently be performed in a timely manner. (This will require some testing.)
5. Implement a process for routinely monitoring and assessing the effectiveness of the SACL matrix. (This effort will be led by the EFAO.)

Action Requested
MWG seeks SALT endorsement of these recommendations and support for moving them to implementation.