



SERVICE MATTERS
CULTURE QUALITY EXCELLENCE



THE PURSUIT OF SERVICE EXCELLENCE IN TERTIARY EDUCATION – *Is It Possible And How Will We Know When We Get There?*

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OVERVIEW

1. About Australian Catholic University
2. ACU's Strategic Context
3. Service Excellence & the Service Matters Framework
4. Service Excellence & the Service Lead Role
5. Measuring Progress & Progress to date
6. Transformation Checklist & Next steps
7. Questions & Discussion



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ABOUT AUSTRALIAN CATHOLIC UNIVERSITY

- A public not-for-profit university funded by the Australian Government, open to students and staff of all beliefs.
- Founded in 1991 through the amalgamation of Catholic tertiary institutions in Victoria, New South Wales, Queensland and Canberra.
- National profile with 7 campuses: North Sydney, Strathfield, Canberra, Melbourne, Brisbane, Ballarat and Adelaide
- Course offerings: arts, business, education, nursing, allied health, law, theology and philosophy

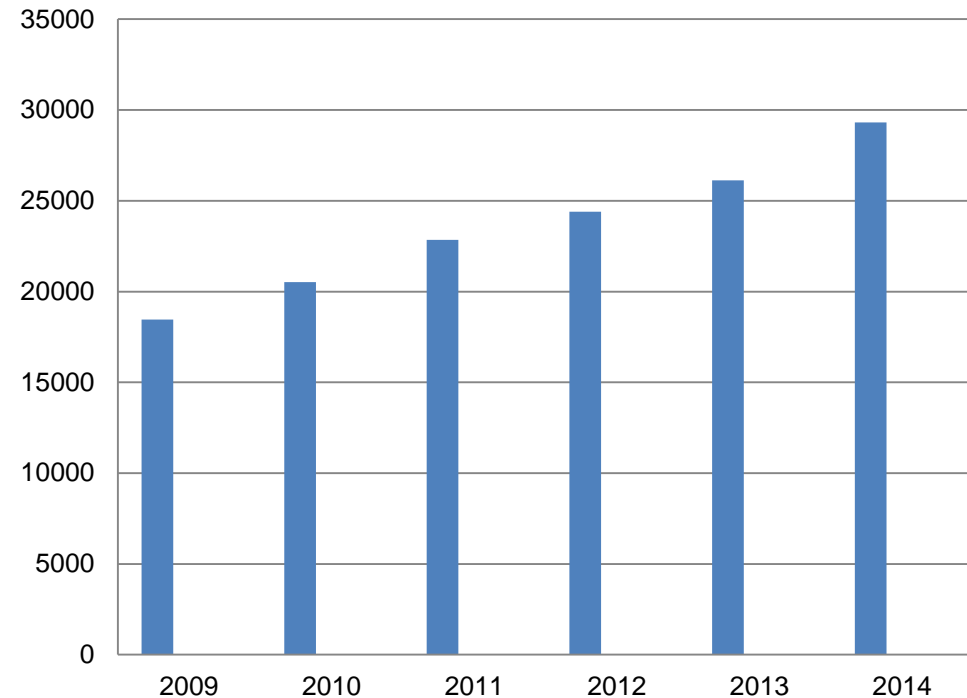


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ACU STRATEGIC CONTEXT: WHY EXAMINE SERVICE DELIVERY?

- Substantial growth in student numbers: 40% increase over past 5 years.
- Increase in professional staff matching growth in revenue.
- Uncertain federal government HE policy environment.
- Ensuring optimal professional services to support excellence in teaching and research.

ACU Student Enrolments



ORGANISATIONAL RESPONSE

- **The Futures Project:**
 - *Academic Re-Alignment*
 - *Research Intensification*
 - *Shared Services Review*
- **The ACU Excellence Agenda:**
 - *The Service Matters Framework*



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THE ACU EXCELLENCE AGENDA



DEVELOPMENT OF THE SERVICE MATTERS FRAMEWORK

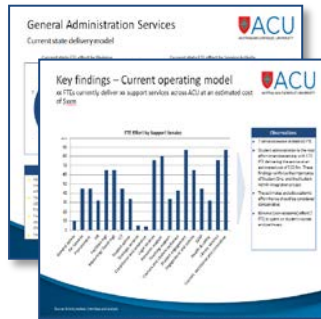
1 Service Catalogue

- Develop an ACU Service Catalogue



2 Activity Review

- Identify and analyse quantified effort across services and draw key observations.



3 Service Review

- Identify improvement opportunities based on emerging themes.

During our service (improvement) workshops, a set of common themes emerged to enhance the delivery of services

Theme	Description	Theme	Description
1. Customer engagement	Improve customer engagement and feedback loops to ensure customer needs are met.	2. Service quality	Ensure service quality is maintained and improved through regular monitoring and feedback.
3. Efficiency	Streamline processes and reduce waste to improve efficiency and reduce costs.	4. Staff resources	Ensure staff resources are allocated effectively to support service delivery.
5. Innovation	Encourage innovation and creative thinking to find new solutions to service challenges.	6. Risk management	Identify and manage risks to service delivery to ensure continuity and resilience.

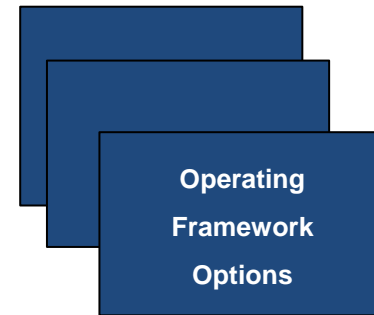
4 Staff Survey

- Conduct a staff survey to measure satisfaction with service quality (obtain base-line service metrics data)



5 Operating Framework

- Develop a set of operating framework options and associated high level recommendations



OBJECTIVES: SERVICE MATTERS FRAMEWORK



Ensure **services** are **consistent** and **aligned** with our Identity and Mission



Implement an improved **service model** across ACU



Collaborate to ensure services are delivered effectively and efficiently



Define services, standards and expectation



Clarify service delivery roles and responsibilities.



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KEY COMPONENTS: SERVICE MATTERS FRAMEWORK



SERVICE PRINCIPLES

A set of 10 principles to guide service delivery.



SERVICE CATALOGUE

A catalogue listing all professional services within the University, and nominating a Service Lead for each category.



SERVICE DELIVERY MODEL

A model demonstrating how ACU's professional services align with the Strategic Plan.



COLLABORATION FOR SERVICE EXCELLENCE

A focus on working together.



CONTINUOUS IMPROVEMENT

The steps necessary for continuous improvement.

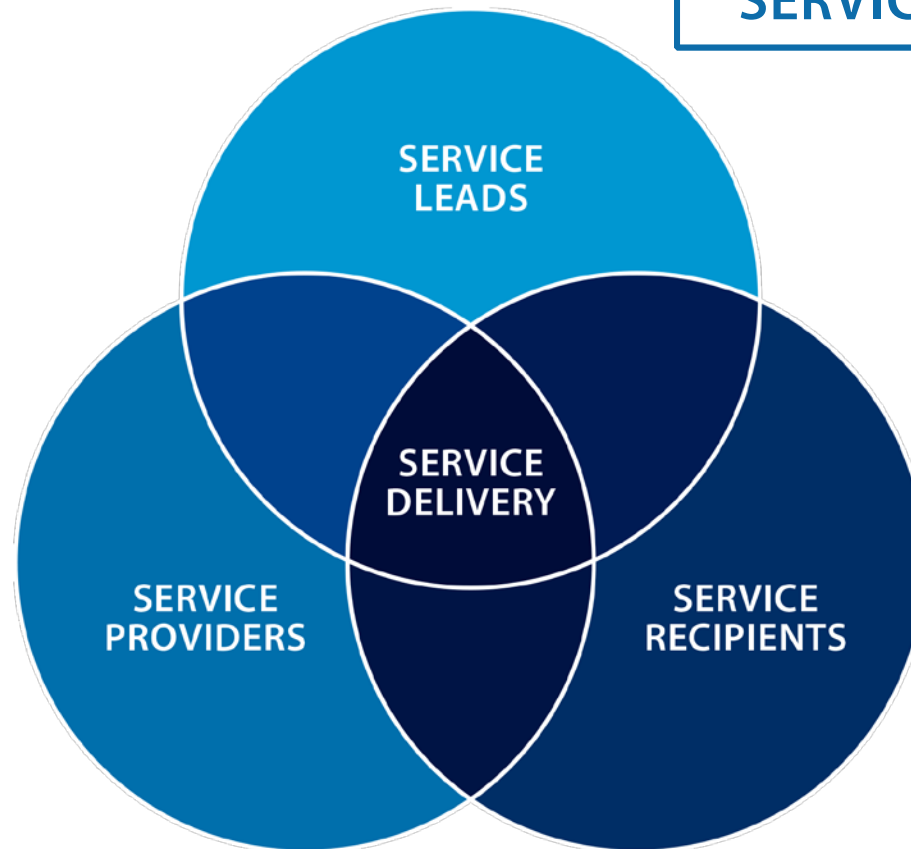


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COLLABORATION FOR SERVICE EXCELLENCE

SERVICE STAKEHOLDERS



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SERVICE LEAD ROLE



- New Concept at ACU.
- Key mechanism to achieve Service Matters Framework.
- Has ‘mandate’ to:
 - Determine what services are delivered, by who, from where and to what standard.
 - Implement mandate through collaboration with service stakeholders.



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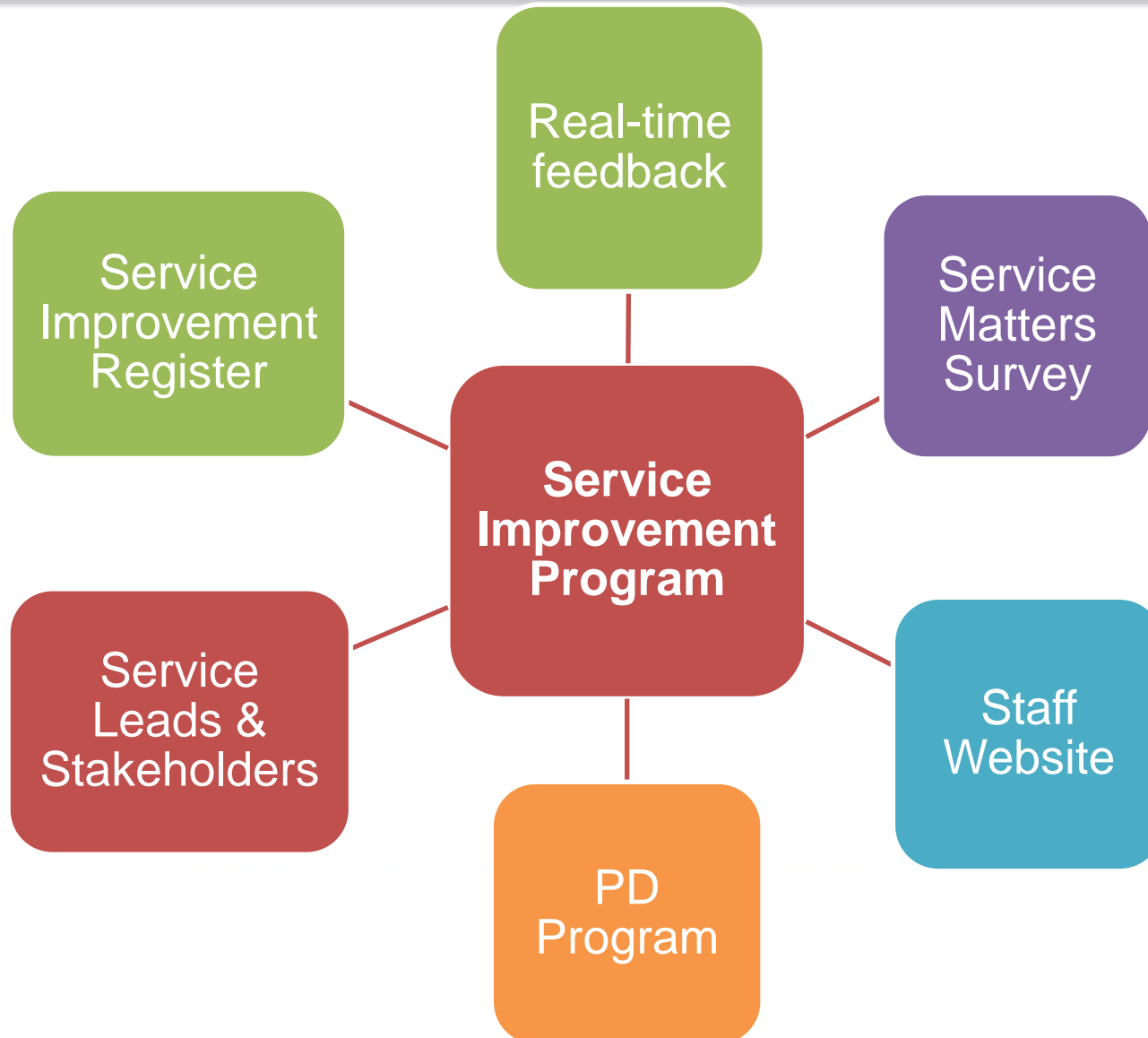
SERVICE LEAD EXPERIENCE TO DATE

- **Benefits:**
 - Clarified roles and responsibilities for service delivery.
 - Improved cross functional collaboration.
 - Driving cultural change: focus on service and continuous improvement.

- **Challenges:**
 - Taking a “global” services view while still responding locally.
 - Balancing act – everyone is responsible for service, not just the Service Lead.



MEASURING PROGRESS: IDENTIFYING AND MONITORING IMPROVEMENT EFFORTS



PROGRESS: SERVICE IMPROVEMENT EXAMPLES

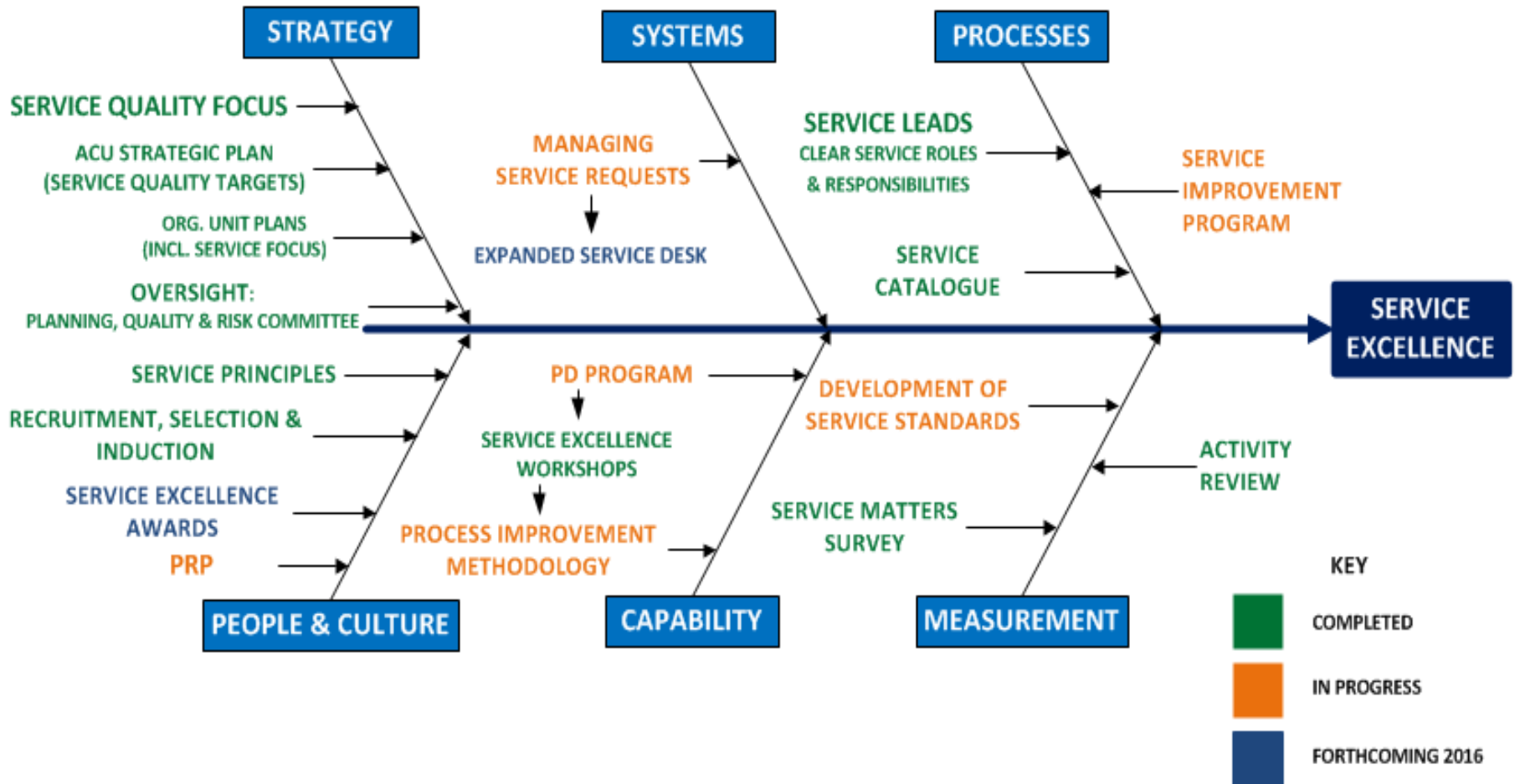
- New student enquiry management system.
- New enabling processes: e.g. procurement, budget planning and enterprise IT systems
- L&T Centre & the LMS
- New casual employment system
- New operating models:
 - Campus concierge service
 - Project Management
 - Space Management
- Relationship Management



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PROGRESS WITH FRAMEWORK



TRANSFORMATION CHECKLIST

Kotter's Critical Success Factors	ACU Actions
1. Establish a sense of urgency.	<ul style="list-style-type: none">• Consensus on urgent need to respond to challenges posed by rapid growth.
2. Form a powerful guiding coalition.	<ul style="list-style-type: none">• Sponsorship by COO, support of SEG.• Stakeholder Steering Group.
3. Create a future vision.	<ul style="list-style-type: none">• Futures Program and Service Delivery Framework
4. Communicate the vision.	<ul style="list-style-type: none">• Multiple channels – web, email, induction, roadshows, publications, focus groups.
5. Empower others to act on the vision.	<ul style="list-style-type: none">• Service Leads & Service Working Groups.• Building capability workshops.
6. Planning for and creating short-term wins.	<ul style="list-style-type: none">• Service Improvement Program with short, medium and long terms actions.
7. Consolidate improvements and produce more changes.	<ul style="list-style-type: none">• Recognise via Awards Program.• Multiple channels for service improvement suggestions.• Evolving Service Improvement Program
8. Institutionalise new approaches.	<ul style="list-style-type: none">• Service focus for recruitment & performance planning.• Embedded into University processes.• Engaged leadership.

WHERE TO FROM HERE?

- **Development of Service Standards:**

- Access Standards
- Timeliness Standards
- Accuracy Standards

- **Building capability**

- Process improvement methodology
- Professional development program

- **Benchmarking**

- **Reward and recognition**

- **Build on lessons learnt**



Service is 'on everyone's radar!'



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QUESTIONS & DISCUSSION



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