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CRAFTING COMMUNITY AND BUILDING CAPABILITY





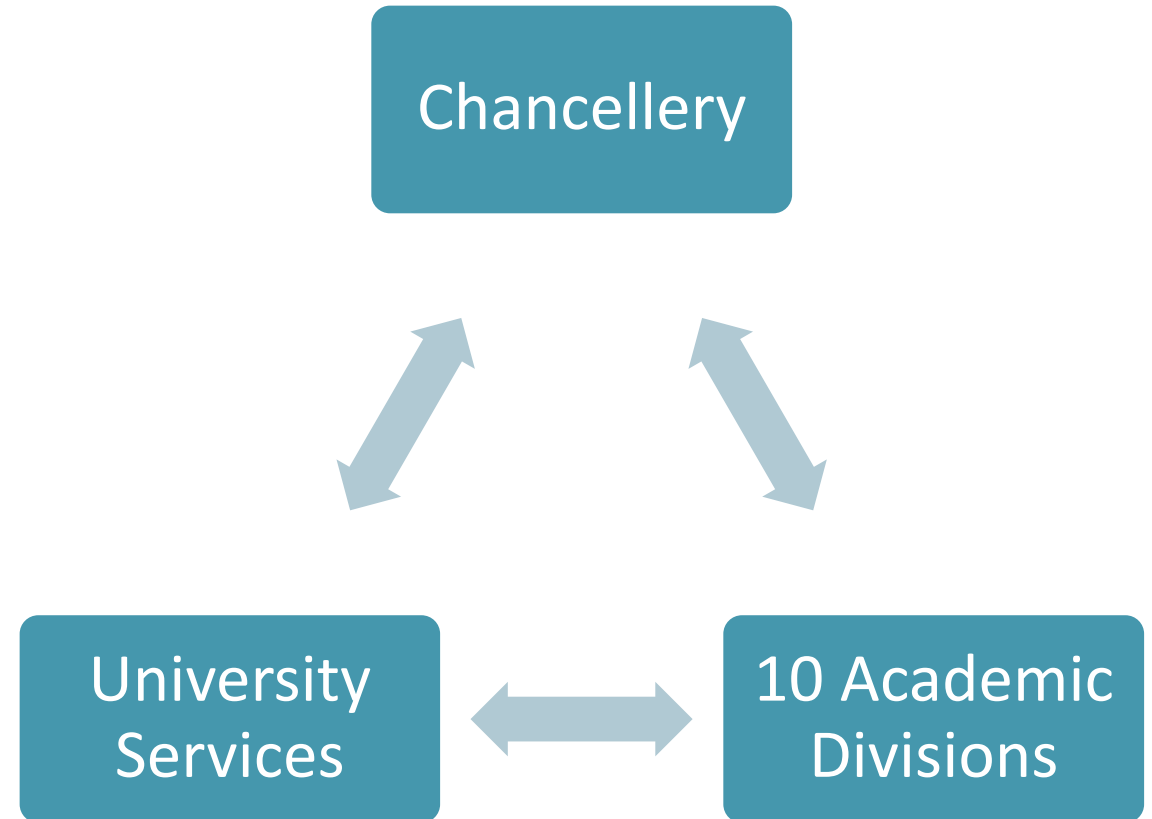
The University of Melbourne – At A Glance

48,088 EFTSL Students	4,210 FTE Academic Staff	3,979 FTE Professional Staff
901 RHD Completions	18,392 Coursework Completions	\$2.15 B Operating Income



Melbourne Operating Model

- New operating model launched in 2015 created new opportunities for data analysis and insight generation.





Building Capability

- Formation of Business Intelligence and Reporting Unit in University Services.
- Creation of Business/Financial Analyst roles in each of the 10 Academic Divisions.
- Creation of other analyst roles in University Services and Chancellery.



Support the Strategy, Mission and Vision

- Supporting better operational reporting and compliance management.
- Supporting better strategic decision making and insight generation.
 - ➔ How can I shift the work mix from being dominated by operational/compliance focus ie retrospective/now-focussed, to being future-focussed, as it's the oncoming challenges that matter most?



In Practical Terms – Managing Ambiguity

- What analysis needs to be undertaken to sustainably support decision makers and managers?
- How can I best deliver quality ie relevant, timely, accurate, and readily accessible across multiple platforms/locations/formats, and what else may be needed?
- What analyses need to be undertaken to support better risk assessment and assist in developing mitigation responses?
- What don't I know yet about the new role that will emerge?



Emerging Challenges

- Despite much talent, access to knowledge and capability was still siloed.
- As the new Operating Model was bedded down there was much unplanned/unknown work = move then improve was very challenging.
- Need to develop new skills for infographics and creation of dashboards using new software packages.
- Managing data quality issues, and volatile policy environment.



Action Taken – Crafting Community of Practice

- Seek “team” solution approach: what works for one faculty often works for many.
- Establish a regular meeting schedule for the Reporting and Analysis Network (RAN). Invite all, participation is voluntary, and keep inviting non-attendees.
- Get support from leadership ie for time release, for development activities, and to give be an agile partner.
- Establish “leaders” to guide discussions and coordinate.



Action Taken - Crafting Community of Practice

- Identify shared pain points and assess priority of action ie seek some quick wins to bolster success, determine what is a longer project to tackle later, and identify what needs to be tackled with help from others due to it impacting policy and/or resourcing issues.
- Repeat iteratively and keep adding to emerging pain point list.
- Start tackling the longer projects.
- Celebrate the wins. Have a Christmas lunch. Keep connecting.



Action Taken – Document and Build Capabilities

- Current and future staff need support so establish a digital storage place for learnings so corporate knowledge and capability isn't lost when staff turnover/absence occurs.
- Begin crafting guides to describe best practice for compressing time spent on core operational/compliance tasks.
- Learn new technical skills eg how to build dashboards that self populate with data dumps, to reduce reporting cycle times.
 - ➔ free up time for more value-adding activities.



Action Taken – Become Visible and Speak Out

- Seek allies to enhance data ecosystem.
- Establish a presence and become a voice of authority.
- Share your work and celebrate the insights generated.
- Actively engage in improving ERP systems and proactively seek to improve data/reporting on whatever opportunity arises.
- Prepare notes to help on-board new analysts so they can be productive faster.



What Next?

- Volatile operating framework is the new normal. We must become more nimble and responsive. Working agile is part of that future way of work. Design thinking is another part.
- Need to better support on-boarding of new analysts as projects occur and new staff begin/have absences/retire.
- Is our Community of Practice too small? How can we keep building capability and learning new skills?
- Collaborate, collaborate, collaborate.

Thank you

