



THE UNIVERSITY OF
MELBOURNE

*Presentation for:
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The Melbourne Operating Model and Pivot to Enterprise Service Management...

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A Snapshot of Australia's Number 1 University...



- Nationally and Globally Prominent University
 - **Number 1 in Australia** and number 33 in the world¹
- AAA rated Commonwealth and State Government regulated
- Strong Financial Profile
 - Income of **A\$2.3 billion²** (50% from Government)
 - Assets of **A\$6.8 billion²**
 - Investment portfolio of **A\$2.07 billion²**
 - **AA+** Rating S&P since 2003
- Robust Student Demand
 - **48,500+ FTE students** (36% international)²
 - Average ATAR of 93.60²
 - Over 1 million MOOC enrolments
- National leader in research – 87% of Fields of Research rated above/well above world standard; 8 Nobel Laureates
- Commercially Focused
 - Melbourne Curriculum introduced in 2008
 - Melbourne Operating Model introduced in 2014

¹Times Higher Education World Rankings 2016/2017

²As at December 31, 2016 (interim)

What does success look like?

Growing Esteem strategy defines the major benefits

Vision

Providing current and future generations with education and research equal to the best in the world

Contributing to society in ways that enrich and transform lives

Distinctive and collaborative teaching that ensures thoughtful, superbly prepared graduates

World renowned research that addresses the challenges of our time

Deep engagement with society and culture enabled by our people, infrastructure and resources

1

Enable Academic Performance

- Support research income growth by reducing administrative load and building business development capabilities

2

Improve Student Experience

- Increase student satisfaction by enabling online delivery of core services and enhancing student support:

3

Enable Professional Excellence

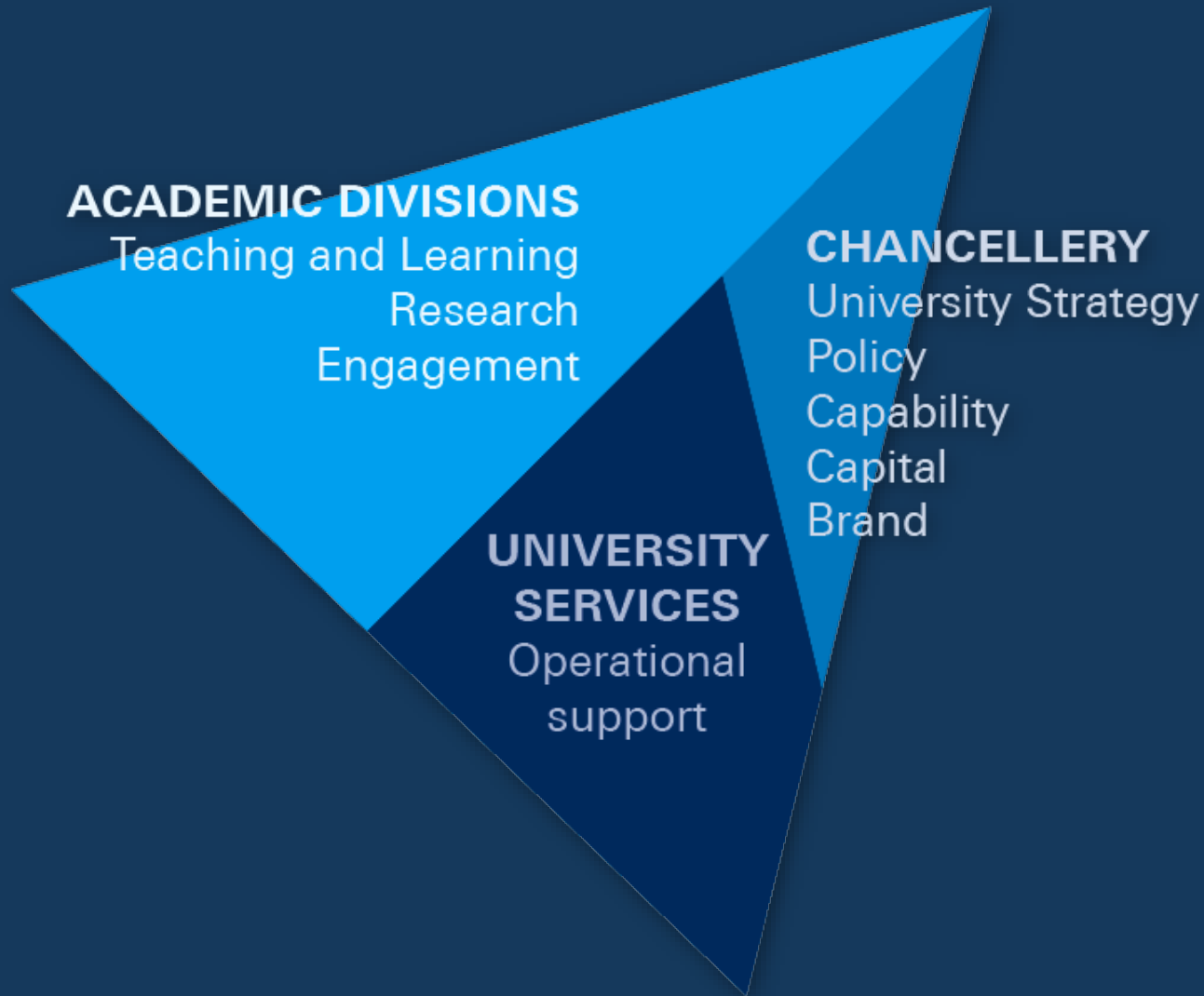
- Enhance satisfaction with professional services delivery as well as overall professional staff engagement

4

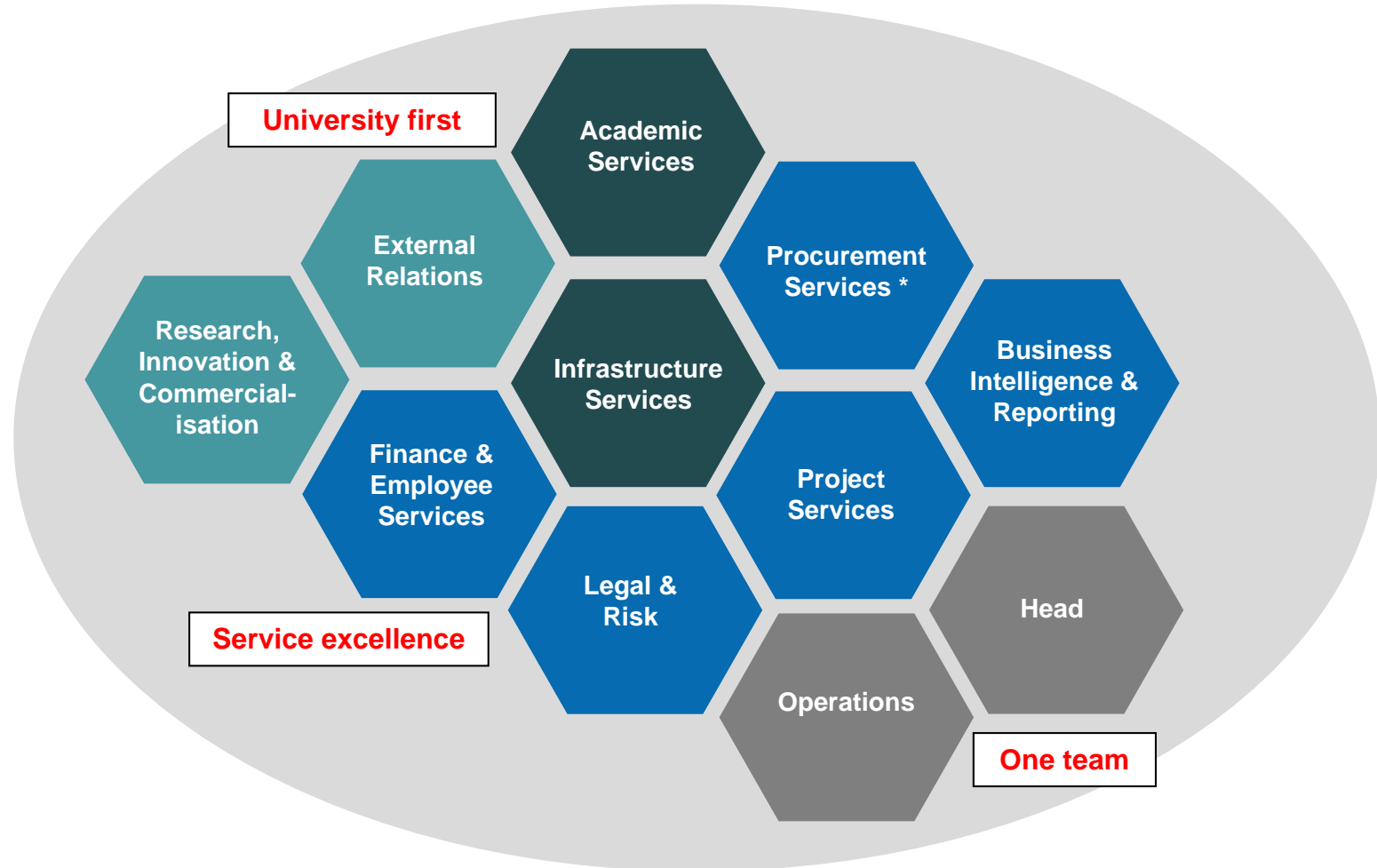
Increase Efficiency

- Reduce administrative costs and maintain cost discipline on an ongoing basis

The “New” Melbourne Operating Model



...and the transition to University Services February 2015...

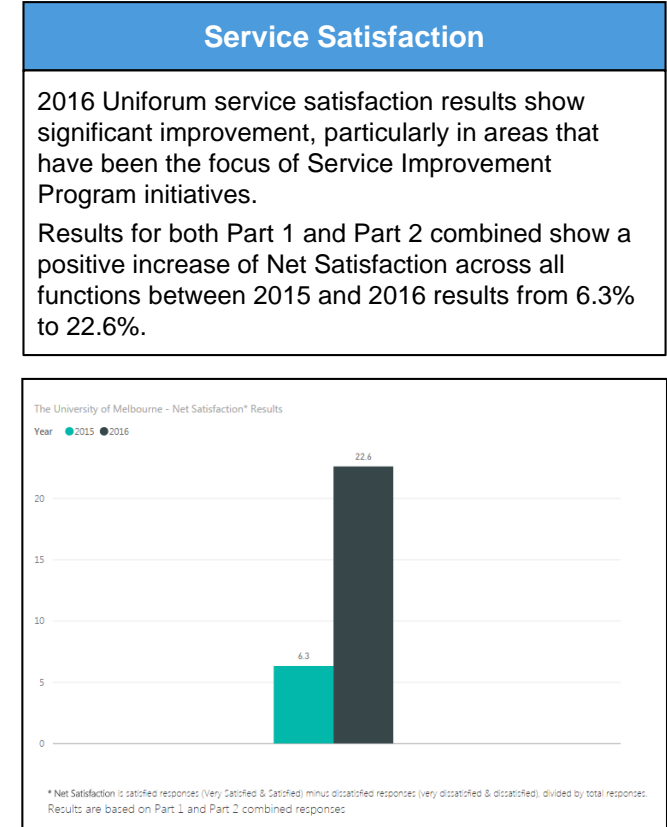


* Renamed Commercial Services in 2017

...our levels of staff service satisfaction increasing

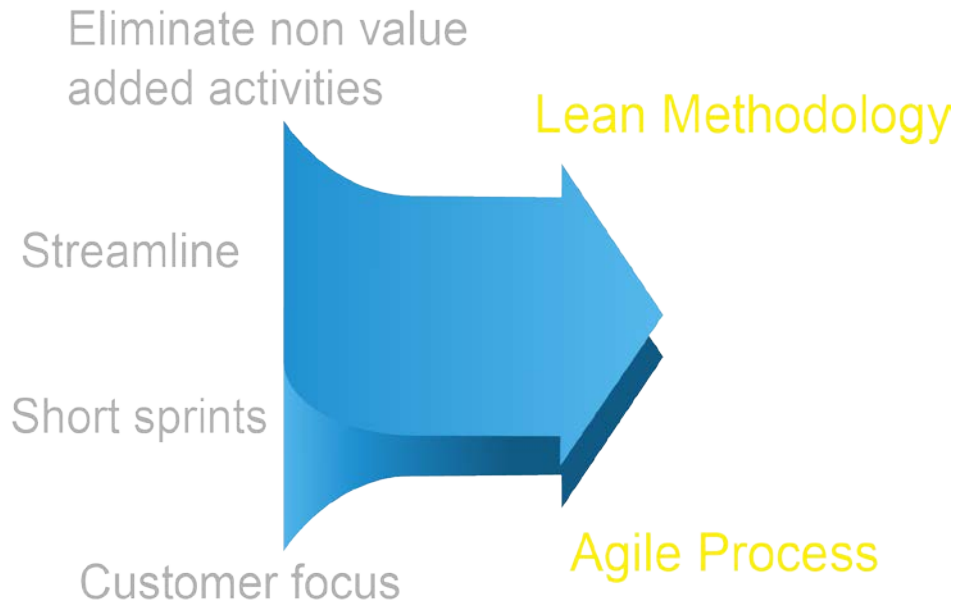


Summary of improvements across all functions from Academic and Professional Staff responses. Results only from bench-markable staff (Academics Level C and above, Professional Staff HEW 7 and above).



University Services - Stage Two: Service Improvement

Lean and Agile combine to deliver results faster



Nine Initiatives:

Students

- Multi channel student services
- Smooth start up for students
- Improved student success

Research

- Smooth start-up for research projects
- Faster ethics approvals
- Easier collection of research outputs

Staff

- Ready to work
- Easier travel
- Painless payments

Consolidation of IT Resources to a Centralised Model

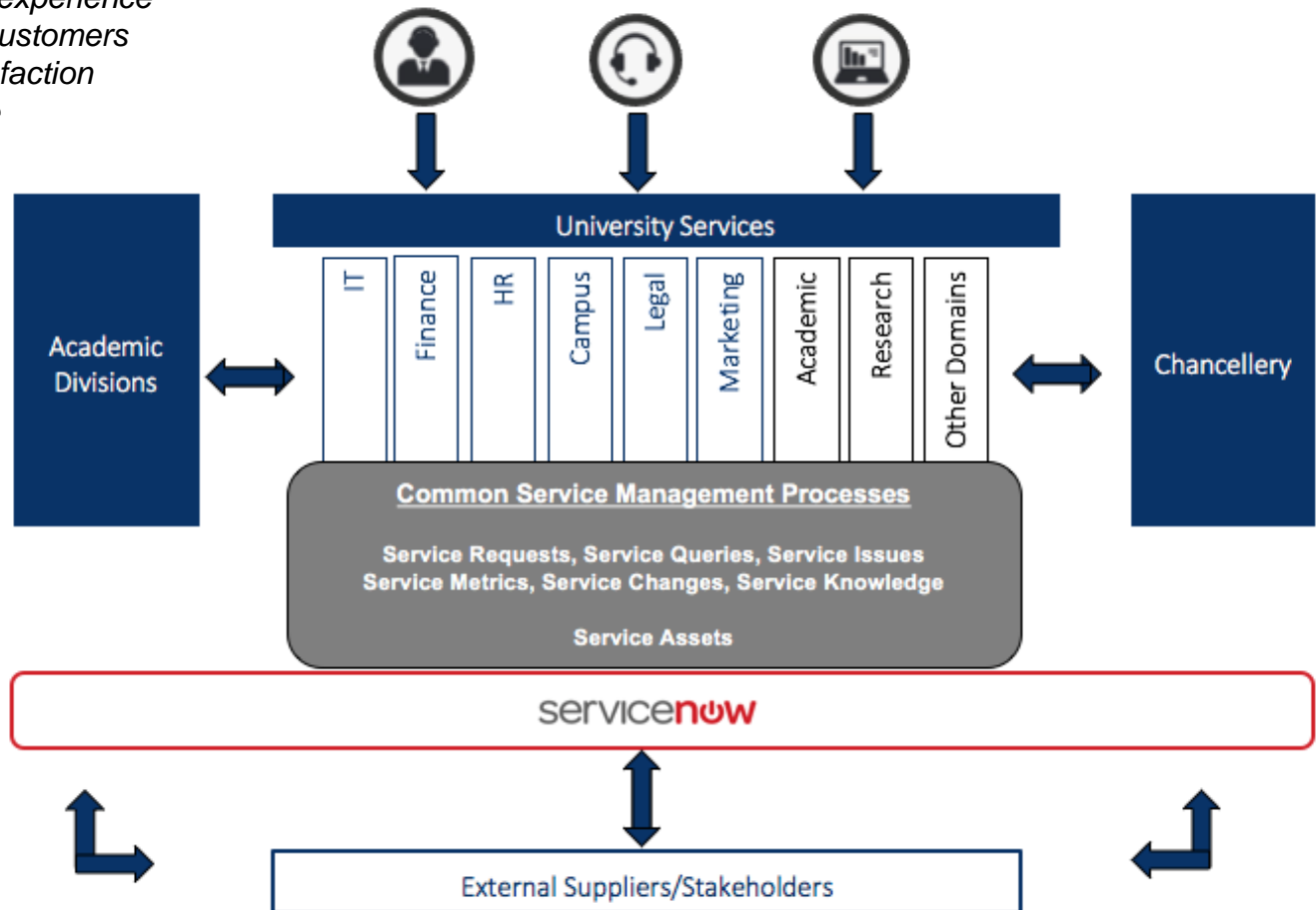
4 Year Project 2012 – 2016

- Huge challenge to convince 10 Faculties to get on board and that ITS can be a trusted partner.
 - Arts and Education migrated in the first tranche.
 - VCAM, FBE and Law in tranche 2.
 - Vet, Architecture in tranche 3.
 - All Stem faculties in tranche 4 – MDHS, Science & Engineering.
- Complexity of migrating applications, infrastructure and personnel into our central division.
- Difficulties in implementing a managed operating system across a fleet of machines that varied in age and fit for purpose.
- A program of staff involved across the journey that was as many as 40 people and cost millions of dollars to deliver.

UOM Enterprise Service Management Strategy...

GOALS

1. *Focus on the customer experience*
2. *No wrong door for our customers*
3. *Increase customer satisfaction*
4. *Omni-channel presence*



Service Management Framework

Program Framework – Governance, Support, Training, Testing, Knowledge Mgt.

UNIVERSITY SERVICES PORTAL

Knowledge Bases

Community Consultation – Social Q & A

Service Catalogues

IT	Finance	HR	Campus	Legal	Marketing	Academic	Research	Other Domains
REQUESTS ENQUIRIES ISSUES CHANGES								
SURVEYS & METRICS								

Service Management

HR	HR:	Academic : Courses & Programs	Easier Contracts

Business Improvement Apps

ITSM Platform and a real Focus on the Service Centre...

- Operating since December 2015
- The Service Centre repositioned as a "Centre of Excellence"
- 20,000 tickets managed per month – Ave Call Wait Time = 90s
- 200 support staff (fulfillers) – 40 Service Centre Agents
- 117 assignment groups (queues)
- 92 – 6 = 86 Net Promoter Score (NPS)
- KCS + a Shift Left Strategy (0←1←2←3) has led to a 15% call deflection in favour of self help.



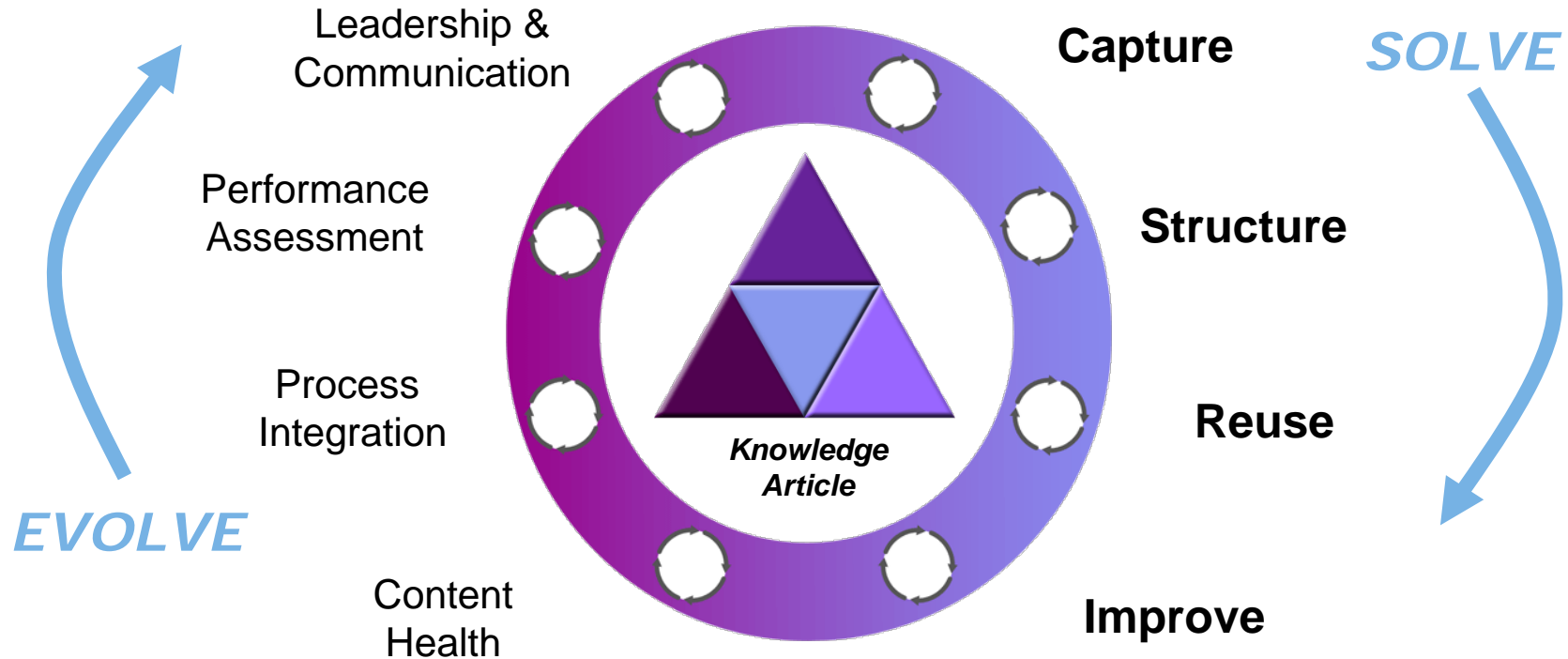
KCS Implementation at UOM – Why?

Challenges faced by the Service Centre:

- Increased call volume
- Call complexity
- Lack of time for training
- Expected to do more with less
- Lack of trust in the knowledge base

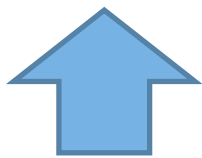


KCS – Solve and Evolve

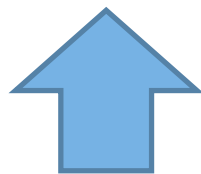




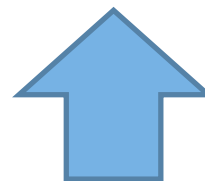
Use it



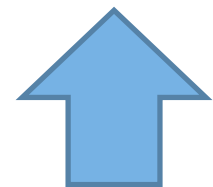
Flag it



Fix it

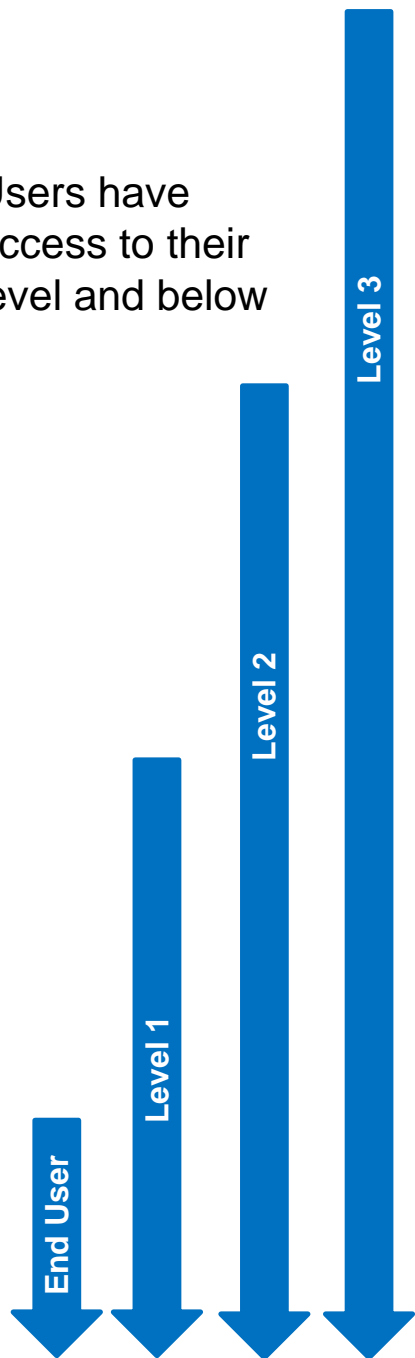


Add it

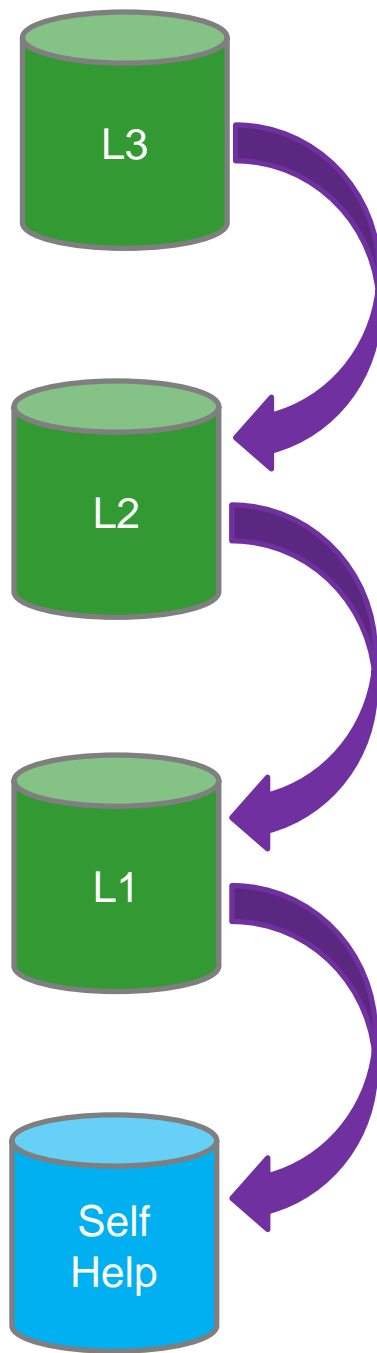


- Search the knowledge base, find a KBA that helps you resolve the Incident/Request. Click a button to use the KBA and relate it to the Incident/request.
- If you find something wrong with a KBA and don't know what the fix is – flag the KBA for the author to update it.
- If you find something wrong with the KBA and know what the fix is – fix the KBA so the correct content is available for the next user.
- If you search the knowledge base and don't find a useful KBA – create a new knowledge article so that it is available the next time the issue arises.

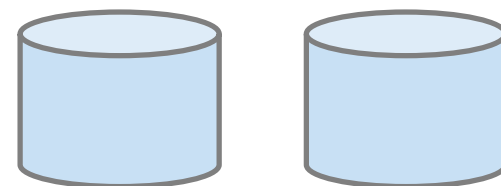
Users have access to their level and below



ITIL knowledge bases



Team knowledge silos



Bespoke Knowledge bases



KCS Implementation – What Have We Seen So Far?

Pilot has been running for 4 weeks:

- 10 team members involved (from team leader to consultant).
- A linkage rate of 85% (target 60%)
- 200 new knowledge articles created.
- Approx 50 revised and 20 retired.
- Call deflection of 15% compared to 2016
- Readership and usage of articles up 200% since 2016 (Google index)
- Full rollout to commence over the next 4 weeks

NONE OF THIS IS POSSIBLE WITHOUT...

...a dedicated focus on building the required culture



UNIVERSITY FIRST

WHAT'S IN THE BEST INTEREST OF THE UNIVERSITY?

Are my decisions and behaviours informed by the University's strategy?

Have I suspended self-interest?

Do I seek opportunities to be involved and enjoy the University?

WALK IN THEIR SHOES

Understand the other person's experience and expertise

Take the time to properly understand their needs

Don't make assumptions



SERVICE EXCELLENCE

HOW CAN WE?

Did we co-create the solution to our problem?

Did I strive to deliver beyond expectations?

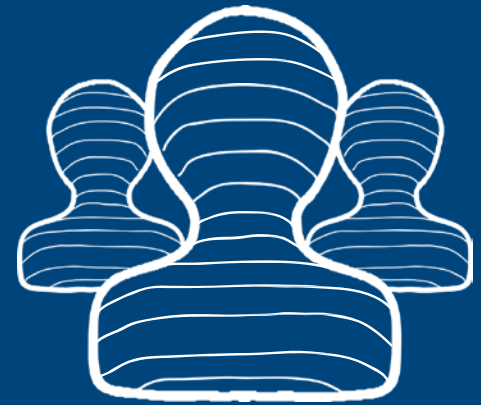
Did I show curiosity?
Generosity?
Was I innovative?

OWN IT

Don't be a bystander

Your contribution impacts the outcome

Communicate early and often



ONE TEAM

CONNECT THE DOTS

Did I look for opportunities to build relationships?

Did I bring the right people together?

There's no wrong door

BE BRAVE, SAY IT

Talk with - not about

Respect differences, perspectives, expertise and ideas

Empower people to operate with autonomy



THE UNIVERSITY OF
MELBOURNE

THE NEW Melbourne Operating Model

the way we work