



University of  
South Australia

# Are we there yet? A journey of organisational change

TEMC 2012



# Today's presentation

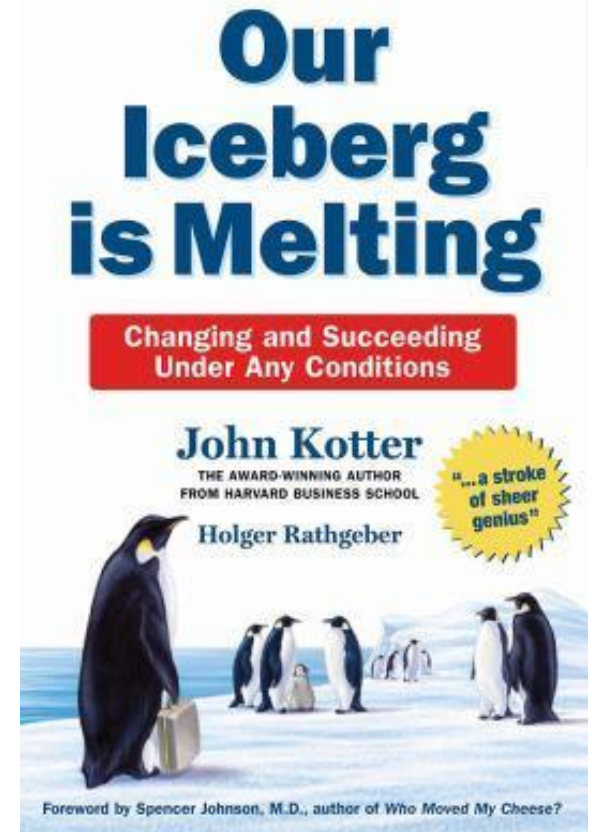


- Background of the Service Improvement Project at the University of South Australia
- Progress so far
- Key lessons
- Are we there yet?
- Questions

# Service Improvement at UniSA

## Service Improvement is...

- A University-wide initiative
- A strategic and well considered redesign of our administrative processes & practices
- A significant investment of resources
- In the short-term, about building the right service foundations
- In the long-term, about continuously improving our business practices and service levels



# Service Improvement at UniSA

## Service Improvement is...

- informed by a set of guiding principles endorsed by the Senior Management Group
- governed by a Project Steering Group
- achieving its outcomes by working with staff across the University

Progress so far



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## By the end of 2012

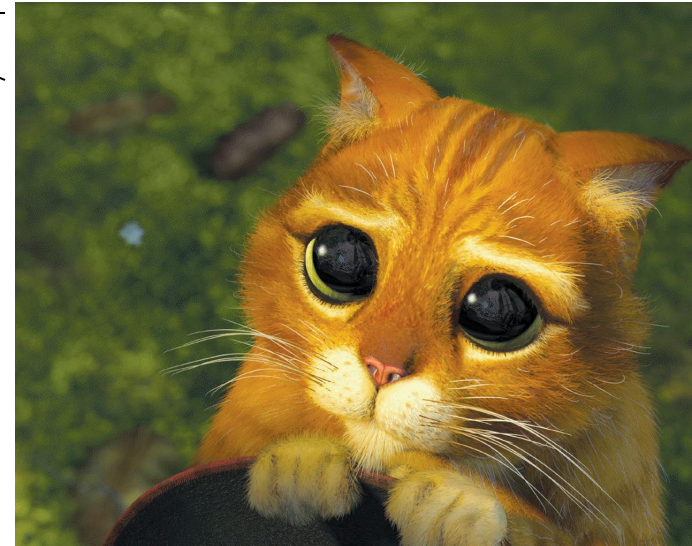
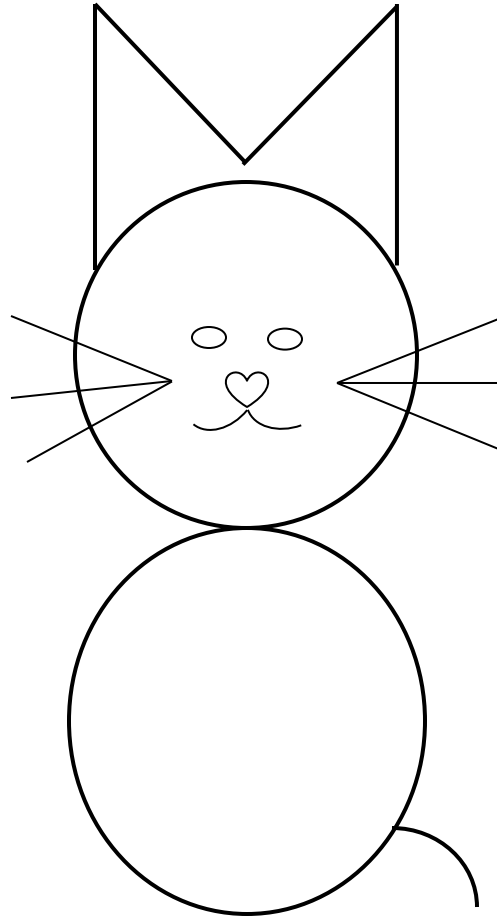
- All four Divisions will have been reviewed
- Three of the four Divisions will be operating with:
  - a common service model
  - standard position descriptions for key administrative support positions
  - Clearly documented workplace processes



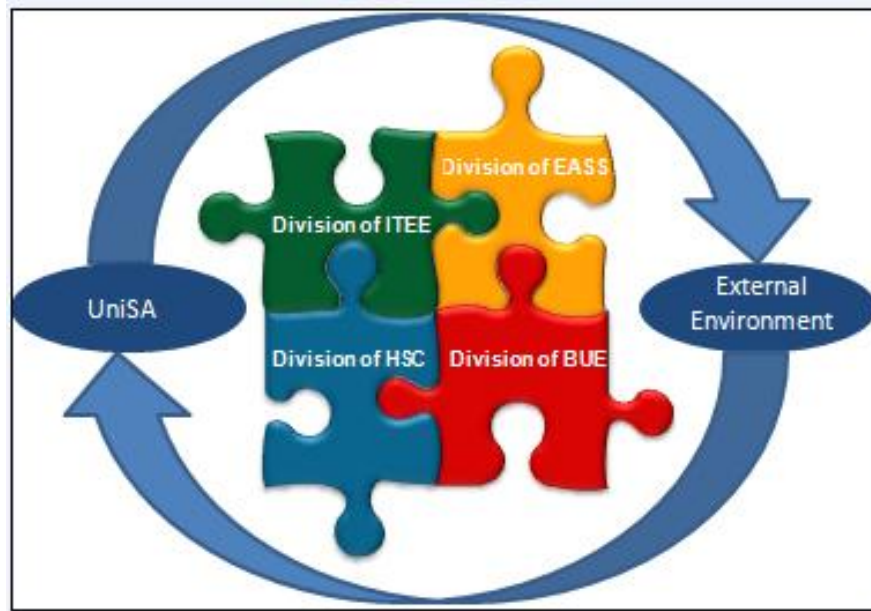
# Key lessons



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“Conceptually, our institutions are systems made up of interlocking and interdependent units, bound by shared policies and practices...at the operational level, they are collections of schools, colleges, institutes, centers, and departments populated by individual scholars and diverse professionals who value and strongly defend their autonomy.” Chickering, 2003

## Division profiles

### Division of IT, Engineering and the Environment (ITEE)

- scientific
- analytic
- process-driven working styles

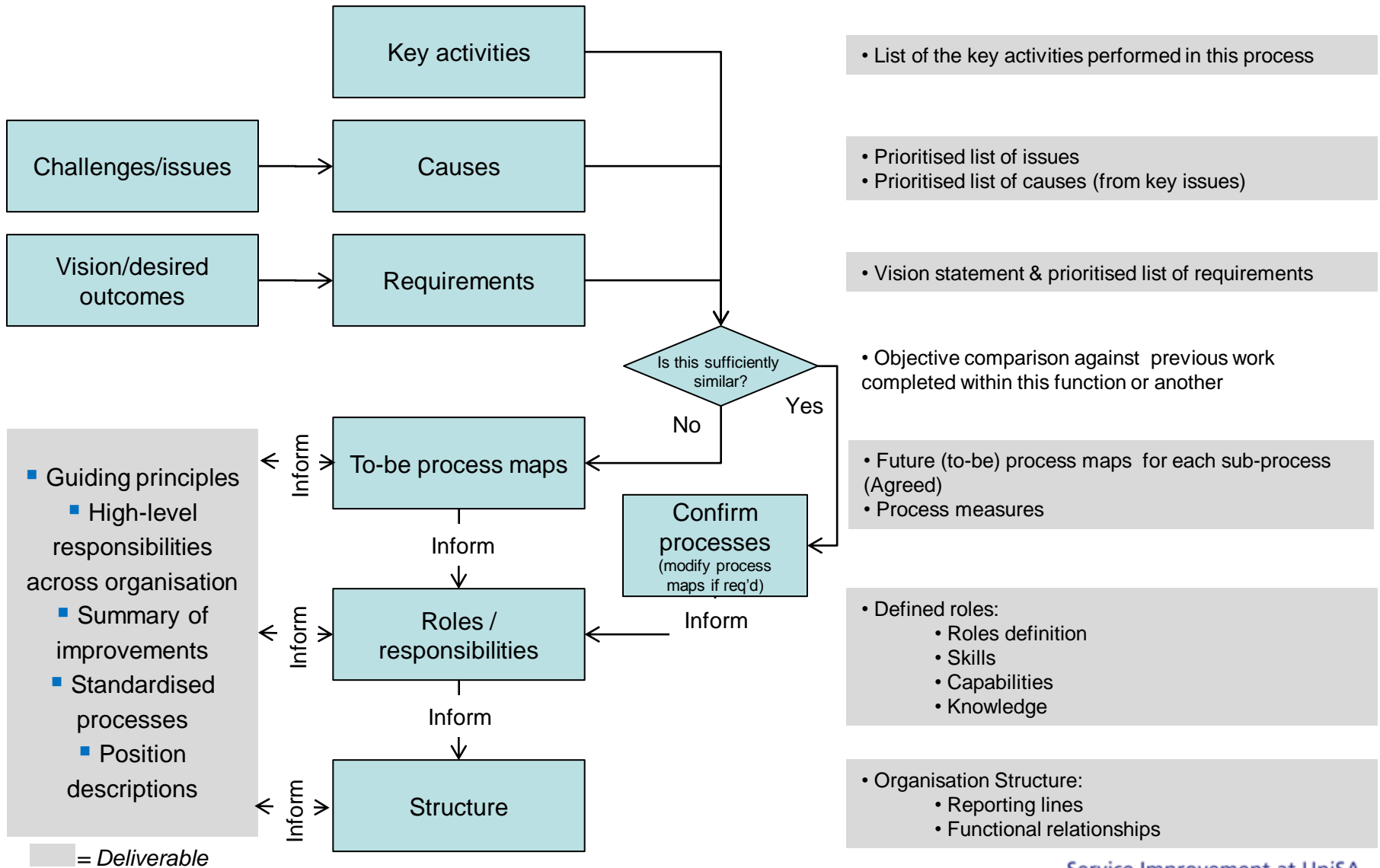




## Division profiles (cont.)

### Division of Education, Arts and Social Sciences (EASS)

- discursive interactions
- theoretical interest





- Process groups (2- 3 hour session):**
- **Prior to session:**
    - Issues (collect prior to session – email)
    - Desired outcomes (collect prior to session – email)
    - Key Activities (collect prior to session – email)
    - Commence comparison using Key Activities collected via e-mail
  - **During session:**
    - Present issues from Focus & Working (Vision) groups
    - Present Desired outcomes from Focus & Working (Vision) groups
    - Prioritise issues
    - Causal analysis on key issues
    - Commence comparison/process mapping (if req'd)

- Process groups (2- 3 hour session):**
- Complete comparison/process mapping (if req'd)
  - Review Responsibilities
  - Review/analyse Workload

**"New processes" - investigation and analysis**  
 Process groups involving new processes will require additional time and process group discussions

- Process group – "check-in" (2 hour session):**
- Session containing all Process group members
  - Individual Process groups present back to the others to communicate what they have come up with and seek feedback prior to presenting to WG



- Process groups consist of:**
- Division office rep
  - School rep
  - Research rep
  - Central Unit rep

- Working Group consists of:**
- HoS
  - Research Director
  - Other Division rep
  - Division Function Mgr
  - Senior Management (Division PVC & relevant SMG)
  - Division Director \*
  - Central Unit Mgmt rep \*
- (\* Key WG members)

Reach Agreement



## Division profiles (cont.)

### Division of Health Sciences (HSC)

- ‘dot point Division’
- focus on results and outcomes

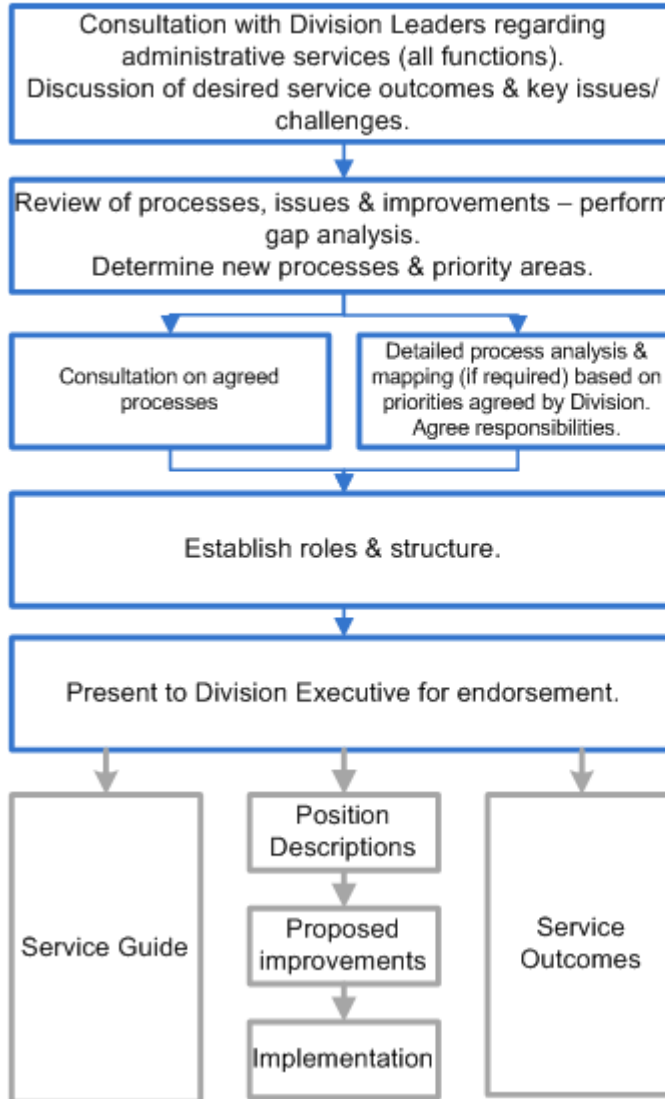


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*Laying the foundation for service excellence*

## Key review step



## Membership

- Division Executive, key Academics/Research leaders & School/Institute Managers
- School Managers, Division Function Managers & Unit rep's
- School/Research, Division & Unit rep's
- Division Director, Heads of Schools & Unit Directors
- Division Executive

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## Division profiles (cont.)

### Division of Business (BUE)

- careful assessment of data and risks
- based on evidence

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SMG Principles

Division Drivers



Processes

Volumes and types of work

Current task effort

Roles and responsibilities

Structure and position descriptions

Recommendations

*Process (services), Structure, Roles, Service Measures & Reporting*

Division  
Management,  
Division &  
School staff,  
Unit Staff,  
SIP staff

Problems  
Causes  
Solutions

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**Come on you must have learned more than that!  
What else can you tell me?**



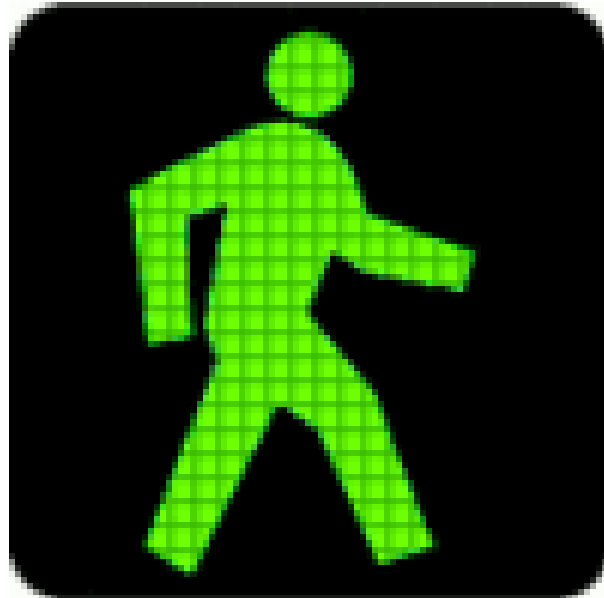
- **Don't call yourself a project**
- **Build your team**
- **Have guiding principles (or an equivalent)**
- **Have a steering group / oversight group that is at senior management level**

- **Make sure you are transparent in what you are doing**
- **Process review is easy – change is hard – allow time**
- **Follow the bright spots**
- **Utilise ‘change champions’**

Are we there yet?



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Questions?



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