Making Shared Services Work: Perspectives from both sides of the change

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Outcomes of the session

By the end of this session, you will be able to:

1. Focus on building key relationships to co-create and implement the new operating model
2. Develop a communications plan which meets the needs of all stakeholders and ensures that communication lines between stakeholder groups are robust and open
3. Define the scope of services and articulate clearly what service users can expect
4. Develop a clear set of team behaviours and hold individuals to account for those behaviours
College of Science, Engineering & Health

Empowering leaders to deliver on strategy and operations

Productivity gains

Enhancing student, staff and industry partner experience
Academic Services

The Challenge…

The Opportunity…

Size
Complexity
Culture
Time

Talent
Commitment
Tech
The vision

Purpose, people and process

Why are we here?
Who are we?
How do we work?

Questions for you...
- What is your vision for the team?
- What do we want to be known for?
- What words come to mind that others might use to describe this team and how it will operate?
The work

“What we do is up to you”

Do the work
- Develop expertise
- Don’t “coordinate”
- Don’t ‘manage’

Be clear
- Tell us what you need from us
- Tell us why you need it
- Let us know how you’re doing

Be present
- Sign your emails
- Share information
- Talk to us
The offer

“Making admin easy”

Our Purpose
• Making admin easy for students and staff

Our People
• Focus on impact and positive outcomes
• Promote a positive culture of service and support

Our Processes
• Are simple and supportive
• Provide analytics and insights to enhance our services

Customer Service Excellence
- Accessible and helpful advice to students on campus, over the phone and online
- Admin support for academic staff
- Process innovation and training
- Proactive stakeholder engagement

Student and Program Administration
- Selection and Admissions
- Enrolment and Credit Transfer
- Exams and Assessment
- Academic Progress and Completion
The challenges
The response
The outcomes

Before…

After…

Academics

Business Partners

SMEs

Advisors
The secret of our success

Academic Services leaders as business partners…
Turn and Talk

• What has been your experience with shared services?
• Have you experienced the implementation of shared services? What was your experience?
• What experience do you have of major service delivery changes? Were you a stakeholder or a leader? What advice do you have for people embarking on these kinds of changes?
The stakeholder as partner model

Service design guiding principles

Engage early / Engage often

Park your ego and be open to ideas – take ownership of the idea of service

Cast the net wide – use a range of channels and don’t just listen to the most dominant voice
The metrics

Before…

Customers
- 70,000
- NPS 50
- 24 hours

Staff
- Engaged
- Agile
- Positive

Stakeholders
- Pretty quiet

After…