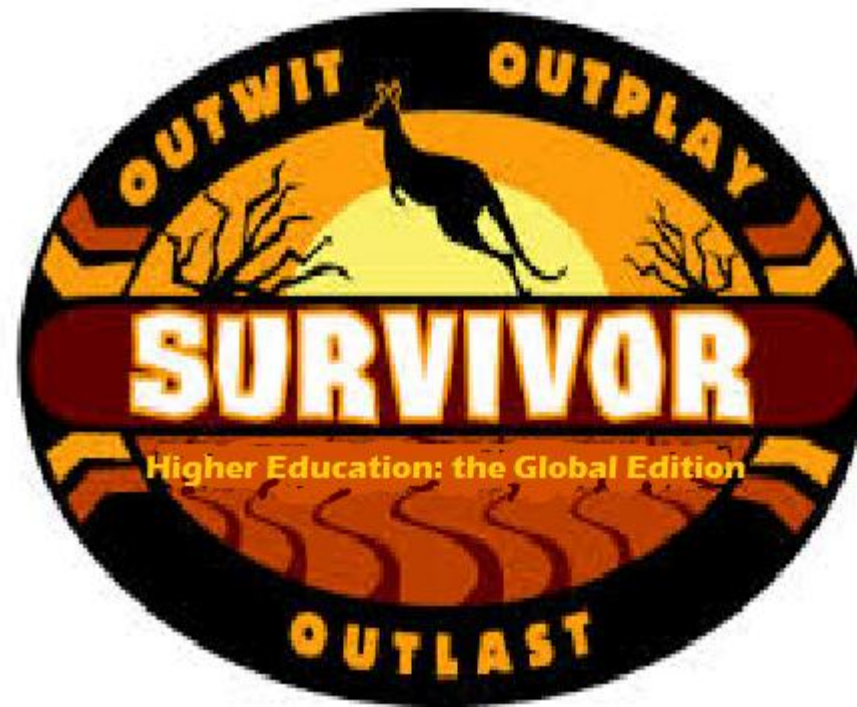


Welcome to Higher Education Survivor: the Global Edition

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Competitive and Operational Pressures

- Increased local and global competition for students.
- Decreased government funding of teaching and learning activities.
- Decreased government funding of research activities research.
- Continued need to develop new sources of research funding.
- Need to refresh aging campus infrastructure, to accommodate more staff, students and different types of facilities for teaching and research.

Melbourne Operating Model

- Chancellery - lead by the Vice-Chancellor and develops the overall strategy for the University, setting policy directions, allocating capital, building capability and acting as custodian of the University's brand
- Academic Divisions - responsibility for the teaching and learning, research and engagement outcomes
- University Services – delivers the operational needs of staff and students — whether finance and HR, property services, marketing and other important support functions

Preparing for the change

- Clear change plan with 2 phases: Move, then Improve
- Information available to detail the new Melbourne Operating Model to staff
- Frequent communications and engagement with staff via multiple channels – regular updates by email, presentations to staff, communications through divisional leadership
- This is the latest in a series of systems upgrade/change programs (BAU)

Recent change programs or system upgrades

- Implementation of new student system
- Implementation of new planning tool Hyperion
- Implementation of new Oracle Business Intelligence
- Upgrades to enterprise finance platform
- Upgrade to enterprise research platforms
- Responsible Division Management
- Business Improvement Project
- Melbourne Operating Model

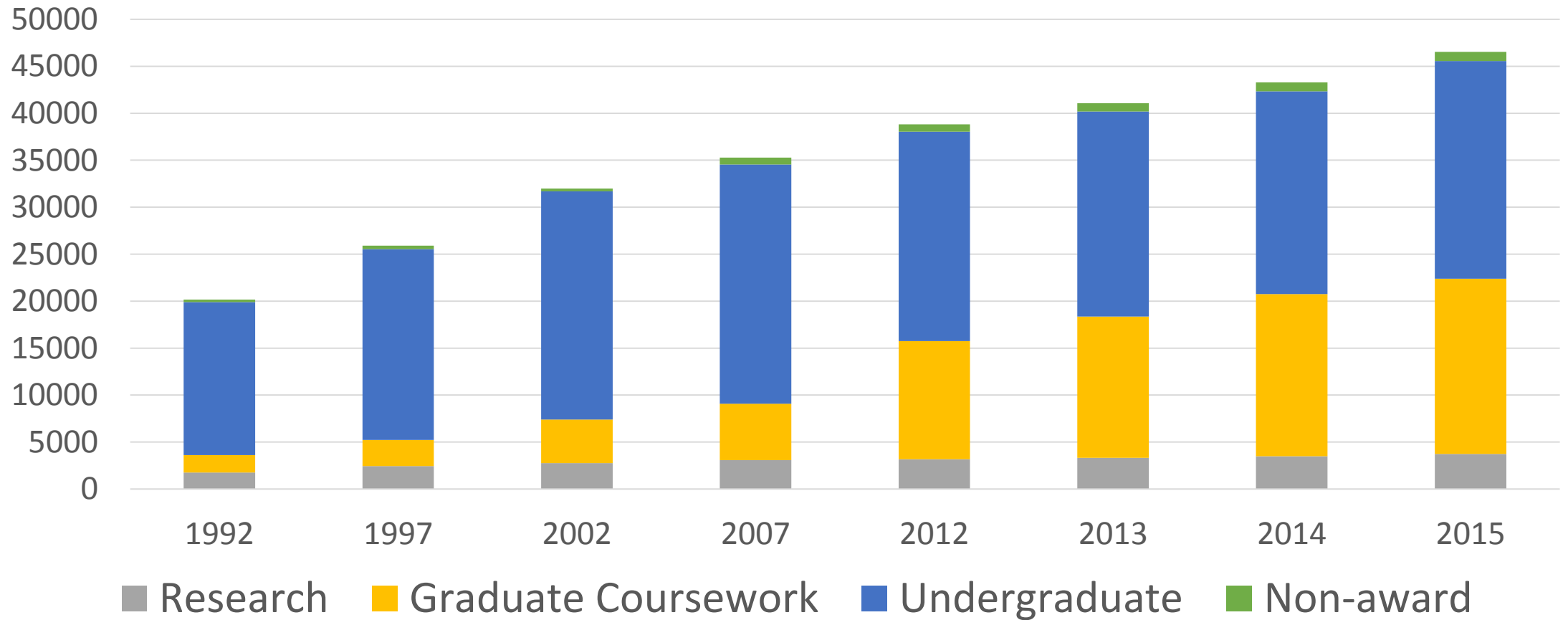
We all stand up

- The new Melbourne Operating Model officially commenced in February 2015.
- Business continuity was maintained through the Move Phase.
- Transitional staff appointments were made to support the implementation, with end dates spread across 2015.
- Focus for remainder of 2015 is bedding down the new structures and making process improvements.

Challenges encountered

- Not all staff appointments finalised by the end of January 2015.
- Many staff moved into new teams, in different locations and work units across the campuses.
- Team formation work effort was under-estimated.
- Growth in teaching and learning activities over the past three years was not effectively factored into the change plan, which created excess demand on some services, and delays in processing tasks.
- Responding to the unexpected challenges was undertaken differently according to the work area eg more casuals staff for short term transaction processing, cross-team support, Open Space, Career Cuppa, Working Out Loud.

Student EFTSL by Course Type



Open Space

- A no agenda workshop where participants identify pressing problems to collaboratively work at solving.
- A large circle is used to brainstorm what problems need attention, then volunteers lead break out groups to work on what is felt to be the most pressing issues. Group leaders summarise issues, and identify potential actions to be taken
- Law of two feet - If at any time during our time together you find yourself in any situation where you are neither learning nor contributing, use your two feet, and go someplace else.
- Consolidate learnings at conclusion of event and develop action plans.

Projects underway

- Academic staff engagement
- Building capability with enterprise systems
- Student Service Improvement – student lifecycle group
- Faculty Induction program and checklist
- Faculty intranet
- Improving workflow using email
- Career progression and development
- Establish social club
- Process transformation methodology
- Team work and collaboration
- Workplace leadership for professional staff

What next?

- New working friendships and alliances developed across chancellery, academic divisions, and university services due to the high mobility of staff, helping to break down old work silos.
- Influx of new staff into the university has brought many new ideas and much enthusiasm for new ways of working, and additional capabilities that are yet to be fully integrated into the workplace.
- Process reform and system remediation underway to ensure that at the start of 2016, ongoing staff are able to sustainably deliver work outcomes without the support of transitional staff.
- The real competition isn't other work units inside the university, it's the global competitors we must be considering.