



Australian  
National  
University

# Service Performance Framework

Report of the Resources and Service Provision Taskforce

2020

Planning and Service Performance Division

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# Background

The ANU must deliver and manage resources and services to achieve its mission. Everyone is part of this mission, and our services, like everything we do, need to be world-class. The immediate challenge is to develop frameworks for better service delivery and resource allocation as 'One ANU'; delivering a sustainable operating model that enables a leading-edge environment for students, academics, professional staff and partners in service experience, delivery and design. The quality of our services are therefore non-negotiable, they should be collaborative, responsive, continuously improving, provide exceptional service and deliver value for money. This challenge must be met in the context of a contracting budget for the next few years.

The Resources and Service Provision Taskforce has been developing and consulting on a Service Performance Framework (SPF) to support the ANU mission into the future. The consultation has been overwhelmingly positive and, while the University expects it to be subject to continuous review and improvement, this SPF (as outlined in this paper) will be adopted to guide our service providers' thinking on how they will contribute to the University's recovery.

## Key issues

### Current state

Currently, the ANU has disaggregated service systems, resulting in repetition, lack of connection and poor end-user experience. There is a gap between comparable universities and the ANU in terms of cost, with some areas appearing expensive while other areas appear underfunded.<sup>1</sup> Some areas of the ANU are delivering high-standards of service while other areas are falling short of best-practice.

The ANU must develop and implement a SPF that provides solid guidance and clear expectations, is flexible enough for use by all areas, reflects existing pockets of excellence and innovation, and generates service standards which represent value for money (effective, efficient, high-quality and in the right location).

However, all this must happen within an environment of competing strategic tensions (see Figure 1). The ANU must move quickly (but not recklessly), cohesively and collaboratively and balance available resources against ambitious, world-class thinking and aims.

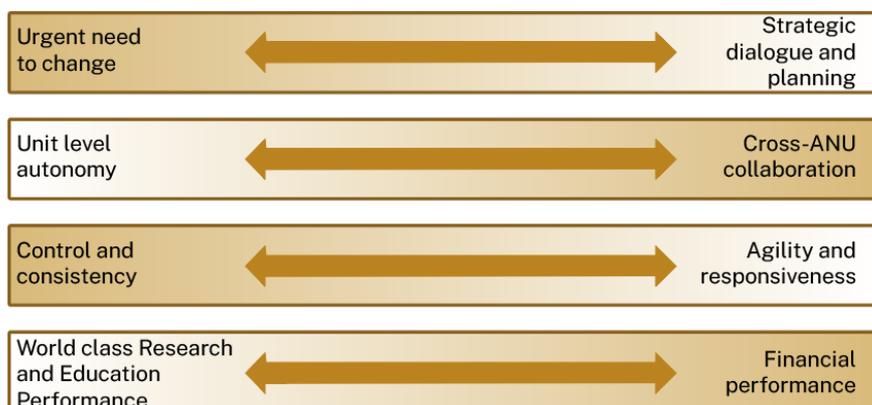


Figure 1 - Strategic Tensions

<sup>1</sup> Uniforum Lite Collection 2019

## Drivers/case for change

The case for change starts with the need - achieving the ANU mission by delivering a world-class service experience. The ANU vision for this experience is outlined in Figure 2.

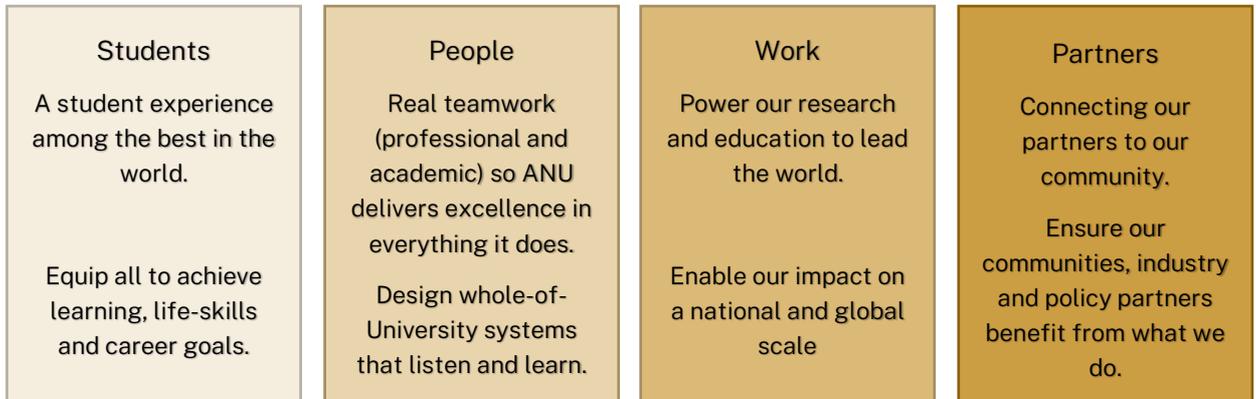
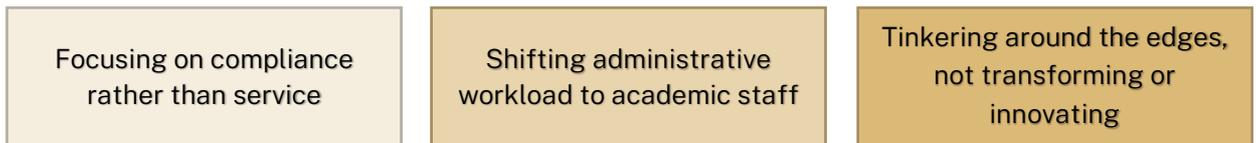
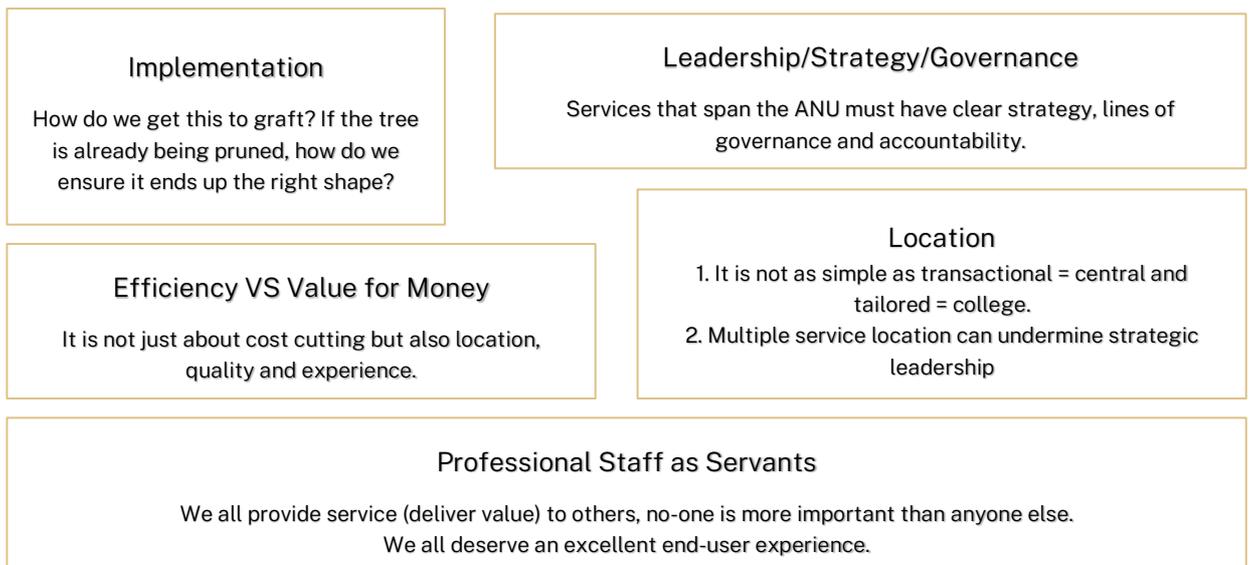


Figure 2 - The ANU Vision for world-class service experience.

Over the past 10 years, there has been a perception that ANU has focussed on administrative efficiency, to the detriment of experience. Numerous administrative surveys, student benchmarks, feedback mechanisms and focus groups,<sup>2</sup> have captured feedback on ANU service delivery such as:



Our service standards, delivery and experience need to be world-leading, if we are to be. Preliminary consultation has identified some key concerns, which have been taken into consideration during the development of this paper. They are:



<sup>2</sup> Administrative Services Survey (2013–2019), International Student Barometer (ISB), Student Effectiveness Survey (SES), Voice Engagement Surveys, CSBA satisfaction report 2019, University Services feedback 2018–2020, Forums (various) and other sources.

## The purpose of principles

Principles are needed for guiding and assessing performance. They also can guide decision-making and underpin criteria about service strategy, funding allocation and change. We therefore hope that they can support decision-making in the immediate future, as well as over the longer term, for how to respond to current financial challenges. Importantly, principles reflect our values and set expectations for ANU services among those who receive them and those who deliver them, and they are therefore integral to a developing whole of ANU service performance framework.

## The Service Performance Framework

The SPF is a whole-of-University resource and provides a standard process to follow when reviewing services to identify the need, define the problem and plan the way forward (see Figure 3 or Appendix B). Underpinning this process are Service Experience, Service Capability and Service Design principles. All service design analysis and change must be benchmarked against these principles (see Figure 4). Some areas of the University are well progressed in service review and others have already initiated actions in response to the current fiscal environment. The SPF is flexible enough for use by all areas, regardless of where they are in their service improvement process.

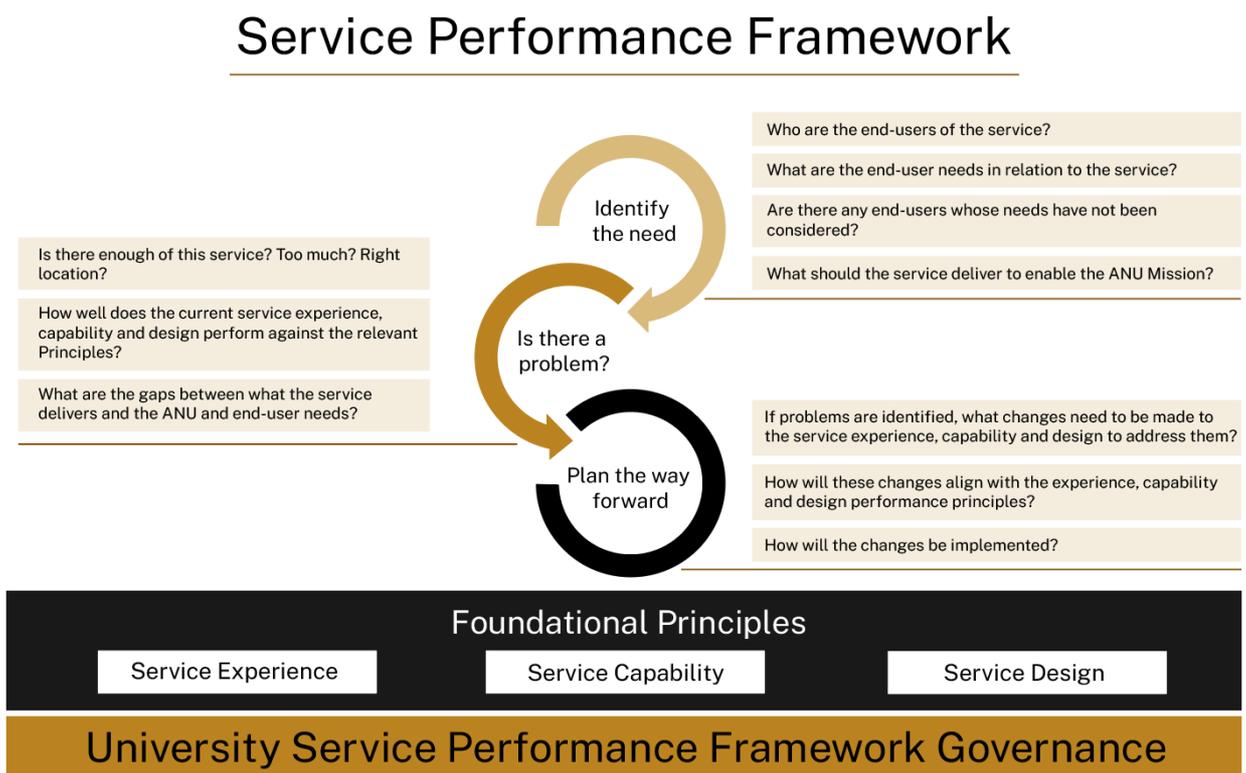
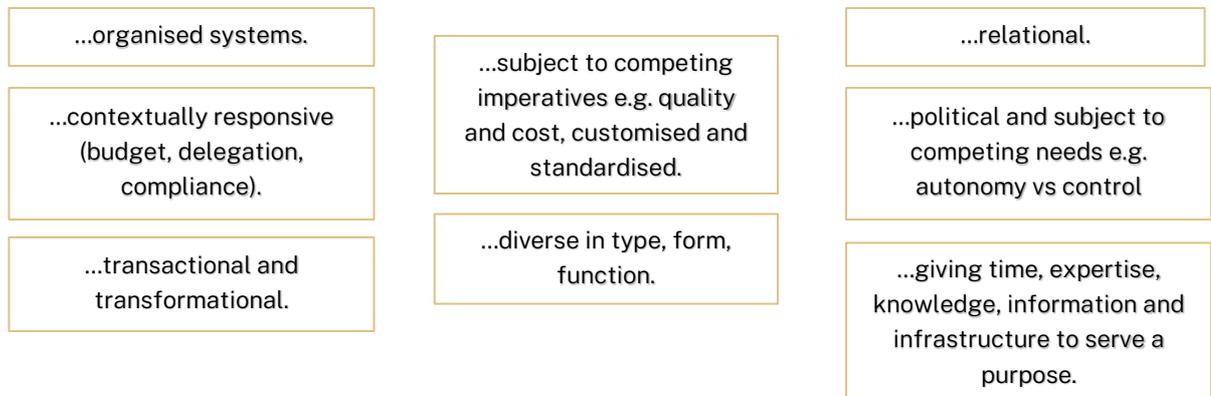


Figure 3 - The Service Performance Framework

## The service principles

ANU services supply resources to members of the ANU community and ANU stakeholders. While they are a resource, like money, they are also.....



In the process of delivering a service, value is created or transferred between the participants e.g. a document is improved, somebody learns something<sup>3</sup> or a need is met. In this context, everyone at ANU delivers service wherever there is an end-user and everyone at ANU is an end-user, or customer, or ANU services.

Service principles articulate standards to be aimed for in three key areas: Service Experience, Service Capability and Service Design. Service improvement activities will be benchmarked against these principles to guide service development and delivery. Figure 4 provides a high-level summary of the proposed service principles. While the pinnacle is the end-user experience and the most visible aspect, underneath lies service capabilities and design that support this experience. An explanation of each principle can be found in Appendix A.

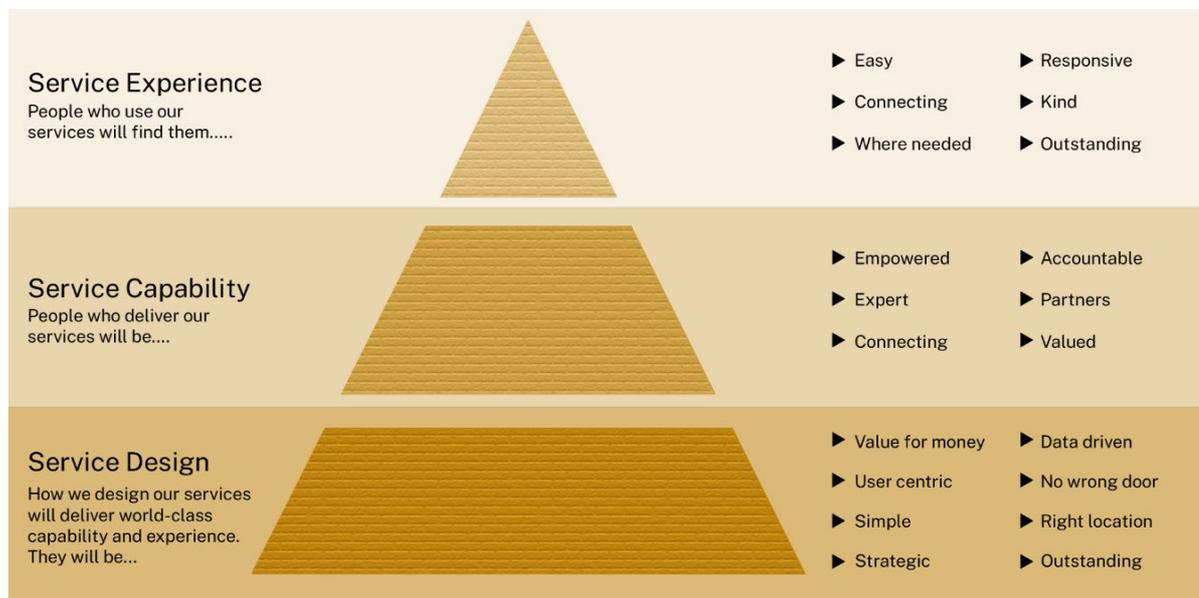


Figure 4 - ANU Service Principles

<sup>3</sup> Robin Fieldhouse, Innovation ANU

Utopian or something to aim for? These principles are standards to aim for and step towards. Not all will be achievable now, or relevant for every service, or every service change. The aim is to make explicit what is expected and wanted, set a direction for change, and ensure service decision-making is strategic, accountable and transparent.

Within ANU there are some recent examples of service improvements (see Figure 5 and Figure 6) that meet these principles. Two examples are:

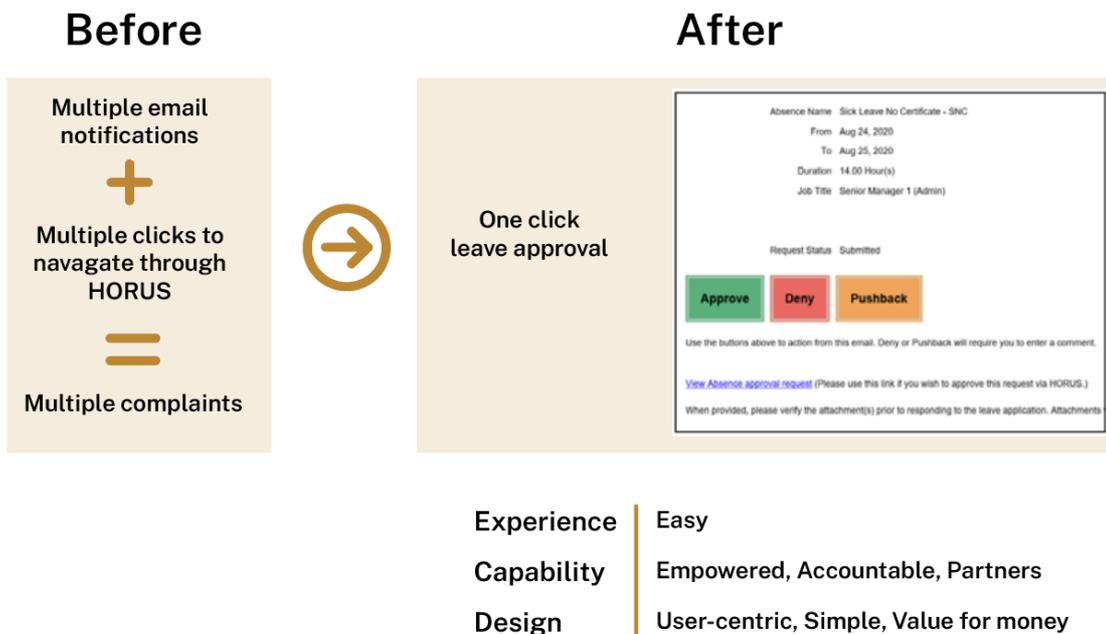


Figure 5 - System Improvements - One-touch leave approval

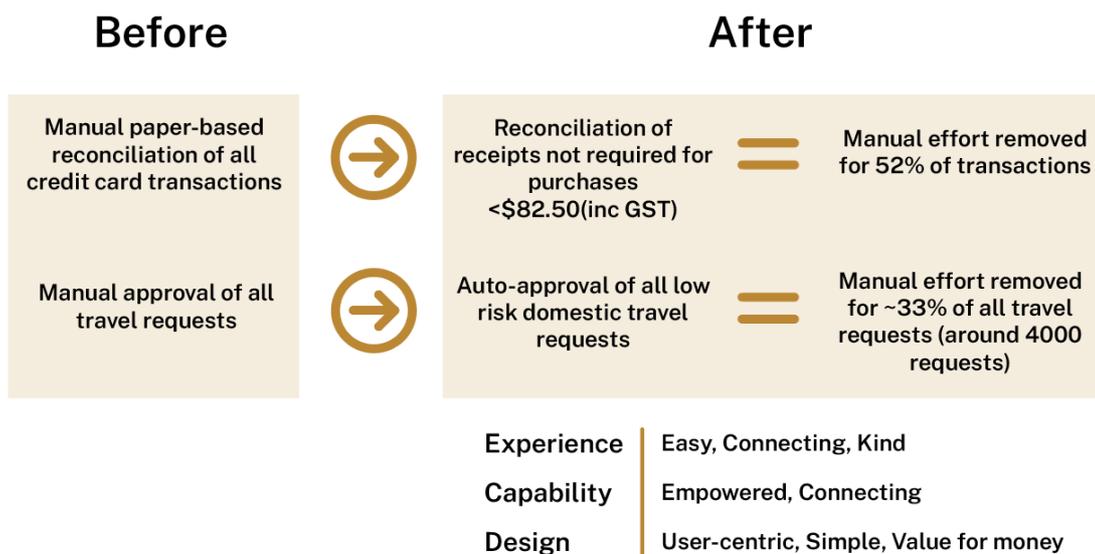


Figure 6 - Policy Improvements - Travel

Feedback has demonstrated that these improvements made a significant difference to the end-user experience and the capability of the service provider to deliver.

## The toolkit

The SPF includes a number of associated resources that can assist with reviewing and analysing services (available in the [Library of Resources](#) section of the ANU Project Management Framework). These resources include:

- Lean Waste Tool (TIM WOODS) – a method for identifying anything this is not adding value to the customer and is therefore waste and can be removed from the process i.e. duplication of process.
- Service design principles – see Figure 4
- Process mapping tool – a method for developing a visual picture of how the entire service is currently delivered. This enables identification of pain points, waste and opportunities for improvement across the entire end-to-end process, regardless of where it sits.

A key part of the service analysis and design process must look at service location. A number of models can be considered when identifying how services should be structured and any decision must be driven by both ANU and end-user need. Locational decisions can be guided by how well options optimise or compromise the performance principles. These models are outlined in Figure 7.

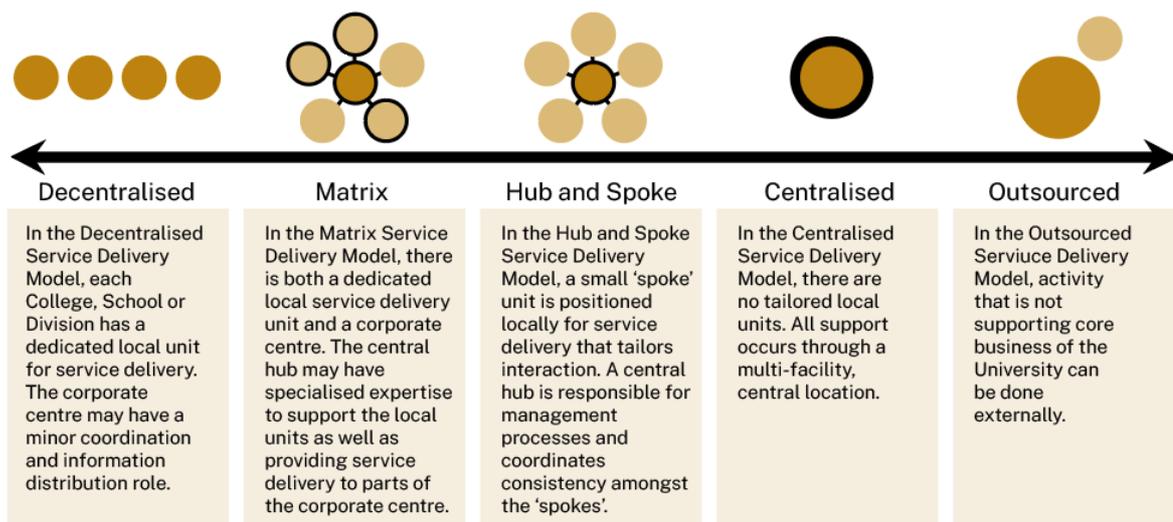


Figure 7 - Service Structure

There are things that can be done immediately to identify and address duplication, wasteful processes and inefficiency. When commencing a review and analysis of services, the following steps are a useful guide:

Reducing inefficiency	Value for money	Service improvement and rebuild
<p>Do we need this service?</p> <p>If yes, is there inefficiency and duplication we can remove?</p> <p><b>Resources:</b></p> <p><i>Lean Waste Toolkit</i>  <i>Service Design Principles</i>  <i>Process Mapping Toolkit</i></p>	<p>Assess service value against service experience, capability and design principles.</p> <p>What are the consequences to performance?</p> <p>What are the likely impacts on our mission?</p> <p>Do we need to undertake a (rapid) service analysis to decide?</p> <p><b>Resources:</b></p> <p><i>Toolkits adapting SPF and Performance principles to decision points</i></p>	<p>Develop strategy and guide rebuilding and innovation.</p> <p><b>Resources:</b></p> <p><i>Approved principles and SPF Toolkits</i></p>

## Consultation

The SPF will be used both now (in the context of our immediate challenges) and into the future (as services continue to be reviewed and implemented). Key stakeholders have been engaged in the development of the SPF and have provided feedback on the foundational thinking on the service principles and how we review what we do, to make it the best it can be. Key stakeholders that have been consulted include:

- Members of the ANU community including students (prospective, current, coursework, research) and staff (teachers, convenors, researchers, post-docs, professional)
- Services Taskforce Workgroup
- Student leadership (ANUSA/PARSA)
- University Leadership Group (Executive, Deans, Service Division Directors, College General Managers, and Research School Directors)

We intend the SPF to be a 'living' framework, whereby feedback is sought and improvement is continuous. Please send feedback to [service.improvement@anu.edu.au](mailto:service.improvement@anu.edu.au).

## Next steps

During consultation on the ANU Recovery Plan a strong theme arising from the community was the opportunity to reduce duplication and improve service efficiency and effectiveness of services across the University. Governance and strategy (including accountability) was also raised.

In order to ensure all these opportunities are considered in an overall service delivery architecture, and decision-making is strategic and accountable, executive leads will be considering their service domains in the context of this service deliver framework. These service domains, and related sponsors, are shown in Figure 8.



Figure 8 - The Service Domains

A response will be prepared to guide implementation of the new service principles across each domain. These responses are expected to be delivered in two stages, initial responses by the end of November 2020 and then other areas being delivered by the end of January 2021.

In order to ensure this process remains co-ordinated and interdependencies managed, a governance body is being established to provide light-touch governance. This overarching steering committee will ensure work is connected across portfolios, Colleges and Schools to deliver the 'One ANU' vision.

# Appendix A: Guiding principles

## Service Experience

People who use our services will find them.....

Connecting	Connected to what they need, seamlessly (no repetition, only to ask once, no wrong door, across campus).
Outstanding	A consistent, excellent, high-quality experience. All services must support high performance.
Easy	Easy to access, easy to understand, easy to use. Quick. Intuitive. Value everyone's time and keep the process as simple as possible. Real efficiency.
Response	Both agile and stable, able to continually evolve in an accelerating environment.
Kind	Collaborative, responsive and considerate no matter how easy or hard. For everyone.
Where needed	Proximity to end-user set by complexity, specificity and value-add. Some services are best invisible. Others must be close at hand.

## Service Capability

People who deliver our services will be:

Empowered	Tailored and agile when needed, authorised to respond to complex needs, equipped with resources to do so.
Accountable	Data-driven decision-makers who evaluate and learn. Clear lines of accountability.
Expert	Invested in, growing their knowledge and skills to deliver on excellence. Provided with funded career pathways and credential-building.
Partners	Working in partnership to solve problems, with empathy. Listening, asking, and meeting needs. Co-designing and delivering services collaboratively.
Connecting	Conduits to a whole-of-University system (internally and externally).
Valued	Given respect. Expecting respect. Valued and valuable.

## Service Design

How we design our services will deliver world-class capability and experience. They will be:

Value for money	Delivering excellence considering both quality and cost. Evidenced-based return-on-investment.
User-centric	Co-designed to meet the end-user needs and enable constant feedback and improvement.
Simple	Fast, easy and enjoyable. No duplications. No repeats.
Outstanding	Excellence fuelled by agility from innovation, continuous learning, data integrity and expertise. Creativity is core business.
No wrong door	Integrating our people, processes, systems, data and services. Always collaborative. Access from any point, arrives where needs are met.
Strategic	Each service has clear lines of governance, leadership and accountability to support strategy.
Right location	Located based on need, specialisation, type, quality and end-user benefit.
Data-driven	Designed from need, based on evidence and accountable.

# Appendix B: Service Performance Framework

## Service Performance Framework

