Service Delivery at UTAS
Service Delivery Introduction

The Hubs – today and tomorrow

Improving Functional Performance

Feedback
Change before you have to.

Jack Welch

UTAS Service Delivery

UNIVERSITY OF TASMANIA

Service Delivery Portfolio – 4 streams

1 Service Delivery
Delivery of high quality professional services to support research, learning and teaching, and community engagement

2 Institutional Improvement
2.1 Business Process Improvement
Seeking to deliver step change improvements through disruptive but periodic interventions

2.2 Continuous Improvement
Constantly seeking small incremental improvements through non-disruptive processes

3 Institutional Efficiency
Reducing cost or improving process through smarter business practice and common sense

4 Project Management
Maintaining an appropriate project management methodology and leading its adoption.
Ad hoc strategic project assistance as needed
Hubs – Next Generation - TODAY

1. Implementation is substantially complete
   • 181 people (155 FTE) reporting lines changed
   • Only parts of Domain Hub (Student Services) outstanding (impacted by concurrent Change process due 30 April 2014)

2. Varying degrees of performance by function - Ongoing assessment and feedback
   Performance impacted by:
   • Resourcing
   • Capability of people
   • Pre-existing maturity
   • Complexity of Hub

3. Some of the wins
   • Functional expertise delivered by local business partners/teams
   • Finance - Budget process and model
   • Research – PES, GRO’s and grant applications
   • Broader organisational focus on service delivery

“Right or wrong, the customer is always right.” Marshall Field
1. Governance, Oversight and Metrics
   - Currently meeting with Deans / Heads of Institute to gain feedback
   - Appointing Divisional Hub Manager (current senior staff member in a Division) to oversee service delivery to VC, Provost, DVC R, DVC S&E and COO.
   - Hub Reference Group established
   - Metrics - health indicators by function for ongoing reporting

2. Cross function cooperation/alignment – eg on-boarding, and reporting

3. What other professional services could be delivered by the Hub model
   - eg domestic recruitment/BD co-ordination contrasted by newly established FFPOS structures. Opportunity for greater alignment and outcomes?

4. Professional services outside of the hub model - gaps

5. Improvement opportunities:
   - 26 improvement projects across the 7 functions – owned by the Function EDs
   - Service delivery to assist and oversee completion; COO KPI
   - Changing the service culture within UTAS
Functional Improvement Initiatives

A number of feedback sessions have now been conducted to provide opportunity for stakeholder functional needs to be identified. To refresh, the feedback has been driven from:

- Functional Feedback from the Service Delivery Survey July 2013
- PSR Post Implementation Feedback Session Sept/Oct 2013
- GMs & Functional Directors Feedback Jan 2014 (next scheduled 5 May)
- Leaders Retreat Feb 2014 – the seven Functional Directors presented these initiatives to 65 leaders at this retreat

The Functional Directors and their teams, supported by Service Delivery, will be working to drive the following initiative outcomes to improve professional service across the University community.
## Financial Services

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting, forecasting and benchmarking</td>
<td>Improved reports, timeliness and benchmark to complement the budget model.</td>
</tr>
<tr>
<td>Clear transaction processes</td>
<td>Consistent and clear process for transaction initiation, approval and processing (inc VMP).</td>
</tr>
<tr>
<td>Annual planning process</td>
<td>Integrated strategy and budget cycle linked to organisational outcomes, including improved capital and levies processes.</td>
</tr>
<tr>
<td>Procurement</td>
<td>Consistent purchasing practices across the institution.</td>
</tr>
</tbody>
</table>
Financial Services

Craig Barling, Chief Financial Officer

Service Delivery Liaison: John Clements

<table>
<thead>
<tr>
<th>Ref</th>
<th>Function</th>
<th>Improvement Area</th>
<th>Comment</th>
<th>Actions</th>
<th>Timeline</th>
<th>SD Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1.2014</td>
<td>Fin</td>
<td>Reporting, forecasting and benchmarking</td>
<td>Improved reports, timeliness and benchmark to complement the budget model</td>
<td>1 Julie Morrison</td>
<td>SMT Reporting Forecast</td>
<td>Mar 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 Julie M</td>
<td>Project reporting</td>
<td>Apr 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 Julie M</td>
<td>Ad hoc school, capital divisional</td>
<td>Jun 2014</td>
</tr>
<tr>
<td>F2.2014</td>
<td>Fin</td>
<td>Clear transaction processes</td>
<td>Consistent and clear process for transaction initiation, approval and processing (inc VMP)</td>
<td>1 Jo Murray</td>
<td>Financial Transaction Review in Faculty/Hubs (SET/ADL phase 1)</td>
<td>Mar 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 Jo M</td>
<td>Financial Transaction Review in Faculty/Hubs (Domain L&amp;I, phase 2)</td>
<td>Jun 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 Craig Barling</td>
<td>VMP – robust and xx to streamline approvals</td>
<td>Jun 2014</td>
</tr>
<tr>
<td>F3.2014</td>
<td>Fin</td>
<td>Annual planning process</td>
<td>Integrated strategy and budget cycle linked to organisational outcomes, including improved capital and levies processes</td>
<td>1 Craig B</td>
<td>PPRC Process developed and implemented</td>
<td>Mar 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2 Craig B</td>
<td>Review of levies process for 2015 budget completion</td>
<td>Sept 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 Craig B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F4.2014</td>
<td>Fin</td>
<td>Procurement</td>
<td>Consistent purchasing practices across the institution.</td>
<td>1 Craig B</td>
<td>Procurement review</td>
<td>Dec 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Improving Function Performance

**Commercial Services and Development**

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Transformation</td>
<td>Improving the way that CSD customers are serviced across UTAS to ensure needs are met to the optimum level.</td>
</tr>
<tr>
<td>Process Improvement</td>
<td>Streamlining and improving the way services are accessed and delivered by removing unnecessary steps in process and speeding up turnaround times through the use of e-forms, self-service and web based service delivery.</td>
</tr>
<tr>
<td>Communication</td>
<td>Implement a range of communication strategies to increase opportunities for staff and students to engage more easily with CSD and its activities.</td>
</tr>
</tbody>
</table>
## Human Resources

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The staff experience</td>
<td>Improving our level of staff engagement, investing in leadership and staff development and capability.</td>
</tr>
<tr>
<td>Wellness</td>
<td>Improving our individual and organisational health and wellbeing.</td>
</tr>
<tr>
<td>Making things easier</td>
<td>Improving our recruitment process (on boarding), extending use of e-forms, improving our reporting and analysis of data, reframing our HRMS, moving to principle based policies (with guidelines).</td>
</tr>
</tbody>
</table>
## Information Technology Services

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic planning</strong></td>
<td>Developing a ten year strategic plan for UTAS covering infrastructure and communications. Will be driven by the IT industry and the needs of UTAS users.</td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td>Increase the level of responsiveness to issues requiring IT assistance across UTAS - especially telephone installations and moves.</td>
</tr>
<tr>
<td><strong>Service Alignment</strong></td>
<td>Ensuring that IT service delivery is consistent across campuses and hubs - in particular explaining the process for PC procurement.</td>
</tr>
<tr>
<td><strong>Business engagement model</strong></td>
<td>Further refining the process of how the central IT division coordinates its activities with the needs and demands of the faculty, institute and divisions.</td>
</tr>
<tr>
<td>Improvement Area</td>
<td>Comment</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Digital Strategy</td>
<td>Delivering a set of 15 linked projects that will collectively deliver meaningful online experiences and better information to current and future UTAS staff, students, alumni and other stakeholders.</td>
</tr>
<tr>
<td>Rebranding UTAS</td>
<td>Implementing a new brand to re-energise the UTAS brand on a global basis, supported by a new corporate student recruitment campaign to drive awareness, reputation and load.</td>
</tr>
<tr>
<td>International ranking strategy</td>
<td>With Research, implementing a range of engagement programs to improve UTAS rankings to attract future students and staff, and build global reputation.</td>
</tr>
<tr>
<td>Process improvement and skill level</td>
<td>Enhance the OMC skill base and improve processes that guide service delivery, including those that integrate with Global Engagement and Future Students.</td>
</tr>
<tr>
<td>Planning transformation</td>
<td>Improving the way marketing planning is delivered across the organisation (including program development).</td>
</tr>
</tbody>
</table>
### Improving Function Performance

**Research Services**

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bedding down, building up</td>
<td>A new service delivery with new staff, we are training and educating these staff and customising the service to meet the needs of Deans, ADRs and researchers. Our focus is one of continuous improvement to apply and win grants, support HDR recruitment, retention and graduation, alleviate administrative loads and support reporting – internally and externally.</td>
</tr>
<tr>
<td>Superior and Equitable Service across all Hubs</td>
<td>We aim to ensure our services are of a consistently high quality across all hubs, servicing the different research agendas (eg ARC, NHMRC, RDC) and to support high quality environments that foster interdisciplinary capabilities across the HASS and STEM disciplines.</td>
</tr>
<tr>
<td>Supporting Researcher Development</td>
<td>Implement career development programs for researchers (junior, ECR and MCR) to support their progression and maturation as future research leaders.</td>
</tr>
</tbody>
</table>
## Improving Function Performance

### Student Services

<table>
<thead>
<tr>
<th>Improvement Area</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Transformation</td>
<td>Embed a culture of excellence in relation to customer service across the student services functions to enhance the way that students, faculty and other stakeholders are serviced.</td>
</tr>
<tr>
<td>Timetabling</td>
<td>Develop a new structure and operational model to support the effective and efficient institution wide coordination of timetabling that is consistent with PSR principles.</td>
</tr>
<tr>
<td>Web information</td>
<td>In consultation with marketing and Communications, review Future Students and Current Student web pages to ensure information and resources are more accessible, user friendly and attractive to the market.</td>
</tr>
</tbody>
</table>
Hubs – Next Generation - COMMUNICATION

1 Service Delivery

- Brett Harris – Director Service and Project Delivery, brett.harris@utas.edu.au x 8524
- John Clements - Deputy Director Service Delivery & Continuous Improvement, john.clements@utas.edu.au x 3925
- Gina Hadolt – Service Delivery Officer, gina.hadolt@utas.edu.au x 8519
- July 2014 Service Delivery feedback survey
- Anonymous email option also available

service.delivery@utas.edu.au or
https://secure.utas.edu.au/service-delivery/home

2 Hub Managers – Ben, Paul, Rob, Ann, Angela and TBA

3 Function Directors – Chris (or Jane), Jeff (or Richard), Craig, Jacinta (Kellie), Alicia, Steph (or Kate) and Jodi

4 Business Partners – 37

https://secure.utas.edu.au/hubs/home

Leave your name and we will forward you the survey link for further feedback
Project Management Methodology at UTAS
Service Delivery Portfolio – 4 streams

1 **Service Delivery**
   Delivery of high quality professional services to support research, learning and teaching, and community engagement

2 **Institutional Improvement**
   2.1 **Business Process Improvement**
      Seeking to deliver step change improvements through disruptive but periodic interventions
   2.2 **Continuous Improvement**
      Constantly seeking small incremental improvements through non-disruptive processes

3 **Institutional Efficiency**
   Reducing cost or improving process through smarter business practice and common sense

4 **Project Management**
   Maintaining an appropriate project management methodology and leading its adoption.
   Ad hoc strategic project assistance as needed
Why do we need Project Management Methodology at UTAS?

Effective Project Management has been an ongoing challenge at UTAS with a number of internal audits focussed in this area.

- Deloitte University of Tasmania Project Management Audit Report February 2011
- Continuous Project Management Cycle 1 Audit January 2013 and Cycle 2 Audit May-June 2013 by SMS Management & Technology

Recommendations from these audits have been incorporated into the policy and methodology with the exception of the initiation and approval process.

The collaborative approach to project identification and prioritisation (as part of the strategy and planning process and portfolio) and then management, reporting and closure (as part of the service delivery and project management process and portfolio) will provide rigour around end-to-end project lifecycles.

http://www.utas.edu.au/project-management-methodology
4 Project Management

Service Delivery facilitates effective outcomes across the University through the delivery of high quality professional services that support research, learning and teaching, and community engagement. The Service Delivery portfolio consists of four streams: service delivery, institutional improvement, institutional efficiency and project management.

How we do it...

Through engagement - with UTAS function and faculty/institute management and staff consultation: consideration of service standards through feedback; identification and pursuit of improvement opportunities at both process and task level; identifying opportunities for institutional-wide efficiencies; and strengthened project management across UTAS.

Through assessment - measuring the change in performance of services delivered and the efficiency of processes through assessment (against a baseline and agreed metrics) and against external peer institutions.

UTAS Professional Services Hubs

1 Service Delivery

2 Institutional Improvement

3 Institutional Efficiency

4 Project Management

Maintaining an appropriate project management methodology and leading its adoption.

Ad hoc strategic project assistance as needed.
Categorising a project

PROJECT CATEGORISATION

1. **Dollar impact to the University** (based on capital costs — may be judgementally increased if ongoing operating costs are significant)
   - Complex (5 points)
   - Standard (3 points)
   - Small (1 point)
   - N/A (1/2 point)
   - My Project Score
   - Capital projects
     - >$10M
     - $500k - <$10M
     - <$500k
     - Self-funded
   - ICT and “other” projects
     - >$3M
     - $50k - $3M
     - <$50k
     - <$10k

2. **High community impact or controversial project**: If a project is of significant impact across the community and success of the project is likely to be highly scrutinised, extra documentation may be required to assist in the management of the project and hence impact on the achievement of the project goals. Example criteria for consideration: (note, these criteria are more qualitative in nature)
   - A project that may impact members of the community, project is of a compliance or regulatory nature, project is of high strategic importance, the scope of the project is ambiguous or unknown at the outset of the project
   - A project that may impact an isolated stakeholder group external to the University (including students), project is of medium strategic importance, the scope of the project is difficult to scope or understand
   - A project that is completely isolated to the University with no external stakeholders, project is of lower strategic importance, the scope of the project is clearly defined and understood

3. **Time**: A smaller project which extends over a significant time frame (for example) may require a greater level of documentation to reduce information loss or duplication; example criteria for consideration
   - A project of greater than 12 months or project where the time frame is undefined
   - A project of less than 12 months but more than 6 months
   - A project of less than 6 months

4. **Multiple faculties, divisions and/or resources affected**: Projects which impact across the organisation require greater project management to ensure all staff are aware of, and contribute to the implementation. Alternatively, assistance from a project facilitator is required; example criteria for consideration
   - A project that impacts or requires resources from more than 1 Division of the University
   - A project that impacts or requires resources from more than 1 group within a Division of the University
   - A project that impacts or requires resources from 1 section/school at the University

---

**Total Score**

---

**Refer to Project Control Matrix for controls**

<table>
<thead>
<tr>
<th>My Project Score*</th>
<th>CSD Project</th>
<th>IT/Other Projects</th>
<th>Project Control Matrix Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;14 pts</td>
<td>Major</td>
<td>Complex</td>
<td>Refer Project Control Matrix — highest level of controls and governance</td>
</tr>
<tr>
<td>9 – 14 pts</td>
<td>Moderate</td>
<td>Standard</td>
<td>Refer Project Control Matrix — moderate level of controls and governance</td>
</tr>
<tr>
<td>4 – 9 pts</td>
<td>Minor</td>
<td>Small</td>
<td>Refer Project Control Matrix — lowest level of controls and governance</td>
</tr>
<tr>
<td>&lt; 4 pts</td>
<td>N/A</td>
<td>N/A</td>
<td>No mandatory controls. The Project Control Matrix may provide guidance. Refer to controls for “small/minor” projects.</td>
</tr>
</tbody>
</table>

**FEEDBACK**

Service and Project Delivery are committed to continuously improving and enhancing all UTAS Project Management templates. Please email service.delivery@utas.edu.au with any feedback.

http://www.utas.edu.au/project-management-methodology
UTAS Project Management Methodology

UNIVERSITY OF TASMANIA

UTAS Project Approval and Management

1. Initiate
   - Proposed Project
   - Draft Business Case
   - Submit to Committees
   - Approve Project

2. Governance & Planning
   - Project Type
     - Capital
     - ICT
     - Other
   - Project Size
     - Small
     - Standard
     - Complex
   - Project Steering Group
   - Project Sponsor
   - Project Manager

3. Execute & Control
   - Increased controls and frequency of reporting as project increases from small through to complex
   - Sponsor/Steering Committee accountable for appropriate controls
   - Some judgement with controls but some defined minimums exist. Project Manager responsible to implement nominated Controls that increase for larger projects
   - Sponsor/Steering Committee accountable for execution of, and compliance with, controls

4. Project Closure & Review
   - Close Out
   - Operationalization of project deliverables
   - Post Implementation

UTAS PMM is about employing a tailored and appropriate methodology

http://www.utas.edu.au/project-management-methodology
Project Management

The objective of the Project Management Methodology is that all projects at the University of Tasmania are managed in accordance with a consistent and appropriate methodology throughout the duration of the project, ensuring sponsors’ expectations are met through a successful delivery against time, cost, and quality parameters. The Project Management Methodology promulgates appropriate management and controls through the four phases of a project:

1. Initiation & Approval
2. Governance & Planning
3. Execution & Control
4. Closure & Review

Appropriate management and controls through each of these four phases is essential to constitute an effective Project Management Methodology. This is achieved through compliance with the Project Control Matrix (PDF 151.43KB).

The four phases are depicted in the diagram below.

UTAS Project Management Methodology

Resources, incl. Stakeholder Management

UTAS PUMM is about employing a tailored and appropriate methodology.

UTAS Project Approval and Management

UTAS Project Management Overview (PDF 236.44KB)

HTTP://WWW.UTAS.EDU.AU/PROJECT-MANAGEMENT-METHODOLOGY
# UTAS Project Management Methodology

**Project Management Policy**

<table>
<thead>
<tr>
<th>Responsible Officer</th>
<th>Chief Operating Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved by</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>Approved and commenced</td>
<td>March, 2014</td>
</tr>
<tr>
<td>Review by</td>
<td>March, 2017</td>
</tr>
<tr>
<td>Relevant Legislation, Ordinance, Rule and/or Governance Level Principle</td>
<td>Governance Level Principle 2 – Risk Management Governance Level Principle 10 – Built Environment</td>
</tr>
<tr>
<td>Responsible Organisational Unit</td>
<td>All organisational units</td>
</tr>
</tbody>
</table>

## CONTENTS

1. Objective .................................................................................................................. 2
2. Scope ......................................................................................................................... 2
3. Policy Provisions ....................................................................................................... 2
   3.1 Definition of a “Project” ...................................................................................... 2
   3.2 Methodology for all Projects ................................................................................ 2
3.3 Project Categorisation ............................................................................................ 3
3.4 Main project phases .................................................................................................. 3
3.5 Essential Control Elements of project phases .......................................................... 4
   3.6 Reporting ................................................................................................................ 5
   3.7 Mentoring and Advice ......................................................................................... 5
4. Responsibilities .......................................................................................................... 5
5. Definitions and Acronyms ........................................................................................... 6
6. Supporting Documentation ........................................................................................... 7
7. Versioning .................................................................................................................... 7

Mentoring and Support

UTAS are committed to providing mentoring and support to all project managers. A number of staff are available to mentor and guide project managers. This could be to provide direction in the next phase of a project, work through particular templates, engaging stakeholders or any other challenge within a project.

This group will also play an important role in maintaining and enhancing the UTAS Project Management Policy, processes and supporting templates. An important input into this will be the review and maintenance of a database of learnings from past UTAS projects through the analysis of Post Implementation Reviews.

Brett Harris
Director
Service & Project Delivery

Brett has extensive project management experience in a range of projects from capital to business change in the tertiary, mining and leisure and entertainment industries.

Margie Archer
Manager
Risk & Audit

Margie has experience in business system change, through either change to work practice or a software solution.

Paul Bloomfield
General Manager, Hub Manager
Australian Maritime College, Launceston Hub respectively

Paul has extensive experience in project management in both the tertiary and utilities sectors.

Neill Dally
Associate Director
Built Environment, Commercial Services & Delivery

Neill is a qualified architect and is an experienced project lead in capital projects.

Adrian Dillon
Deputy CIO
Information Technology Services

Adrian is an experienced project lead specialising in IT projects.

Cinda Hadell
Service Delivery Officer
Service & Project Delivery

Cinda is a PRINCE2, ITIL and Change Manage practitioner who has most recently been involved in the PSR project.

Janelle Tomson
Senior Executive Officer (South) Information Technology Services

Janelle is a PRINCE2 practitioner and has previously worked in the ITS Project Management office.
http://www.utas.edu.au/project-management-methodology

Service.Delivery@utas.edu.au