



Service Excellence @ACU

A Framework for Service Delivery





Service excellence

Excellent service delivery is critical to the success of any organisation – universities included. Students, staff and stakeholders recognise and appreciate outstanding service, and will share their experiences with family, friends, and colleagues.

Service excellence is not a new concept at ACU - since 2018 we have actively and deliberately focused on making service excellence more prominent in our thinking and ways of working.

Much has been collectively achieved to make service excellence a mature concept at ACU. We are ready to embark on the next chapter to ensure that staff are empowered to make ongoing connections between a strong service culture, greater efficiencies, student and staff satisfaction, and a sustainable university

The Service Excellence Framework

The framework is our strategy for guiding the best possible service delivery at ACU, today and into the future. It is designed to empower staff to continuously improve our many services and support a dynamic university environment.

KEY OBJECTIVES



Ensure services are consistent, aligned with our Mission and strategic vision and meet organisational needs.



Design services that are in collaboration with and informed by the service users' needs and experiences.



Enhance our service delivery to ensure it is sustainable and supported by quality systems, structures and processes.



Steward service delivery to ensure it is efficient, adaptable, relevant, and contemporary.



Define services, roles and responsibilities to provide clarity and accountability for performance.





Features

“Approachable, knowledgeable and super helpful when I’m in need of assistance.”

ACU staff member feedback





SERVICE CATALOGUE

A catalogue listing all services within the University, and nominating a Service Lead for each category.



COLLABORATION FOR SERVICE EXCELLENCE

A focus on working together to design and deliver services which meet organisational needs, and are shaped by actual experience.



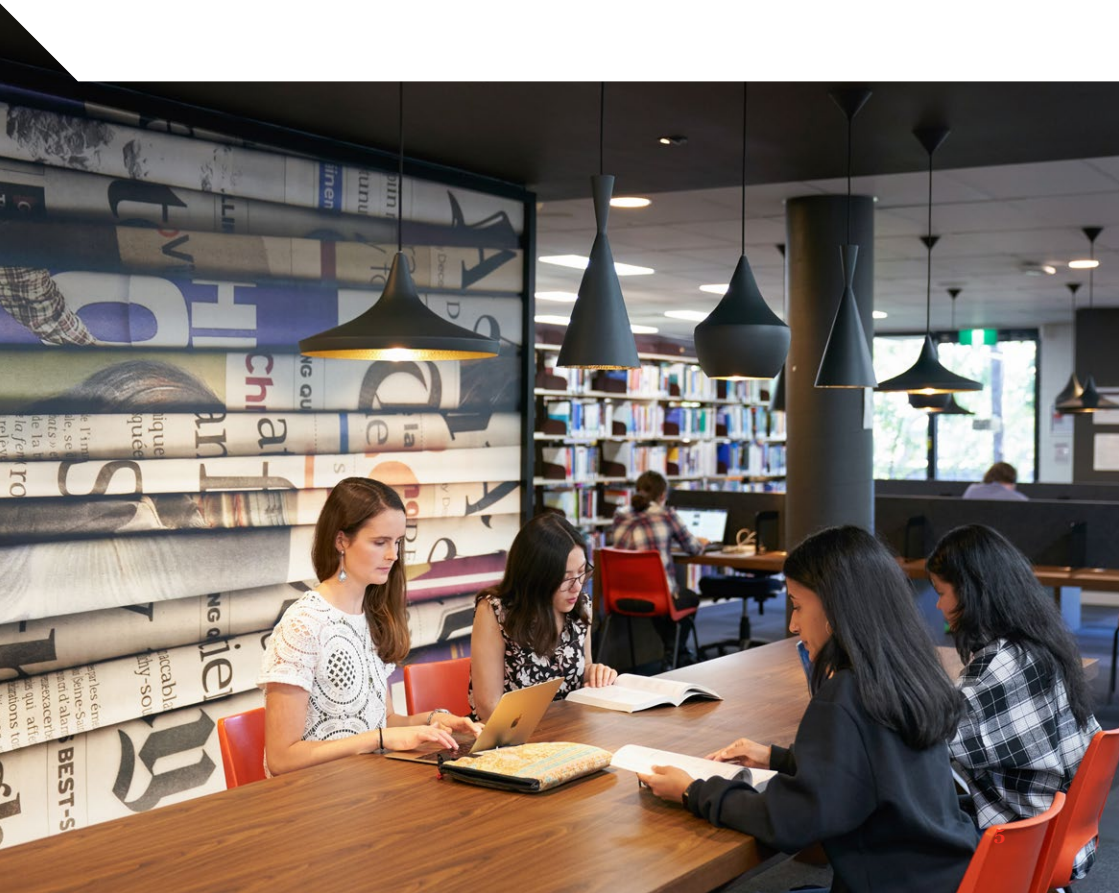
CONTINUOUS IMPROVEMENT

A commitment to capturing feedback and metrics and taking the necessary steps to make university processes more efficient and effective.



SERVICE DELIVERY MODEL

A model to guide the provision, alignment and priorities of ACU's services.





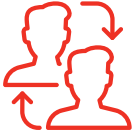
Service catalogue

The Service Catalogue is an organic list of all university services, updated to reflect organisational change.

The Service Catalogue lists the Service Leads for each category. Service Leads play a critical role in defining service delivery and leading a collaborative process across the University to ensure that all services in a particular category are aligned with ACU strategy, frameworks, policy and programs. They are also responsible for measuring and improving performance.

Service catalogue





Collaboration for service excellence

“Great cross-unit efforts all around. Outstanding work through collaborative partnering.”

ACU staff member feedback

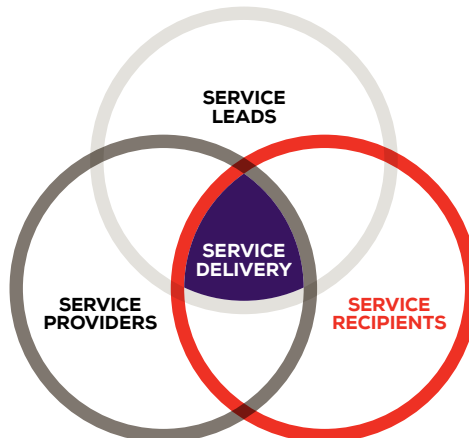
OPEN TO DIALOGUE

To sustain service excellence in a dynamic university environment, we must be committed to working together. We need to be open to change when we find better ways to deliver services.

PARTNERING TO BENEFIT ALL STAKEHOLDERS

The focus of the Service Excellence Framework is strong collaboration. As stewards of ACU, we all have a responsibility to deliver and contribute to the highest quality and most sustainable services. Whether you are a Service Lead accountable for services, or a Service Provider responsible for delivering services, or a Service Recipient experiencing a service – we all play a role in stewarding, shaping and delivering excellent services. Excellent service relies on all service stakeholders being open to feedback and metrics that measure and inform future service delivery.

SERVICE STAKEHOLDERS





Continuous improvement

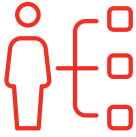
“Continuous improvement is better than delayed perfection”

Mark Twain

Service excellence doesn't just happen; it is a responsibility we all share that requires our commitment, positive attitude and action. A commitment to continuous improvement relies on the creativity of service stakeholders to identify opportunities for improved ways of working and the perseverance to continually test improvements, however small.

Improvements are informed by insightful data reporting, performance measures and feedback. Our services are all underpinned by processes that require skills and tools to effect changes. ACU uses Lean methodology to eliminate activities in processes that don't add value for the service recipient. It also empowers people by giving them the experience of collaboratively identifying problems and leading solutions.





Our service delivery model

*“Quick,
reliable and
friendly”*

ACU staff member
feedback

Our model is expressed through four dimensions that underpin excellent service delivery. The four dimensions - People and Culture, Policies and Processes, Solutions and Systems, and Measurement and Performance - are aligned with ACU’s Mission. Fundamental to our model is an improved way of working, with a focus on being accessible, accountable, collaborative and appropriate for the needs of our people and our University.



People and culture

Focus on the service user – foster a service culture focused on and informed by the service experience.

Strengthen capability – to steward service excellence and the best use of our resources.

Recognise and reward – acknowledge service excellence through formal and informal means.

Collaborate – partner across services to provide an integrated and excellent service experience.

Solutions and systems

Enhance service management – implement solutions and systems that are fit for purpose, efficient, easy to access and use.

Integrate for connectivity – deliver integrated solutions and infrastructure to enable seamless connectivity and information access.

Support service delivery – ensure solutions support the provision of efficient, consistent and high quality services that are customer focused.

Meet business needs – understand business needs to deliver systems that provide the best and most sustainable solution.



Policies and processes

Understand process frameworks – build knowledge of legislation, policies and frameworks.

Document what we do – be transparent about service delivery and the steps involved in processes.

Co create improvements – engage Service Providers and Service Recipients in mapping, simplifying and re-designing new or existing processes.

Work smarter – transform inefficient or manual business processes through automation and digitisation.



Measurement and performance

Focus on feedback – use data analytics to understand and improve the service experience.

Benchmark – compare data from across the sector to inform internal standards.

Understand service delivery – capture meaningful metrics to understand the service experience, demand, delivery and quality.

Improve services – measure service performance and gain insights to make ongoing adjustments and ensure greater accountability.



Service excellence in action

*“Friendly,
professional
and quite
patient
which made
for a very
calming
atmosphere
in an
otherwise
anxious
situation”*

ACU staff member
feedback

ACU has implemented many improvements since the inception of the Service Excellence Framework that have brought to life all four dimensions of our service delivery model. The following illustrate these successes:

SERVICE CENTRAL

Service Central is an initiative that transformed the way services are delivered to staff. Service Central is a single service point facilitating easier and faster access to a range of services and information. It supports an integrated service management approach to improve the way staff experience services delivered by ACU’s Corporate Services.

WORKPLACE – COMMUNICATION CHANNEL FOR STAFF

The implementation of Workplace – ACU’s internal communication and collaboration platform – has enhanced the way we communicate, connect and collaborate with each other across the University. It has become a vibrant community space to share stories, collaborate and work together more effectively. The Service Excellence group on Workplace is a dedicated space for sharing continuous improvement initiatives and successes across the University.

ACADEMIC TIMELINE DASHBOARD

Designed to improve co-operation and university-wide information sharing, the Academic Timeline Dashboard reflects academic capacity throughout the year to enable the efficient delivery of high-quality student learning experiences.

The Dashboard provides an annual overview of University tasks, processes and interactions between directorates and faculties. It is the product of a significant collaborative effort between academic and professional staff.

ACU ONLINE

ACU Online provides a fully online education portfolio and virtual campus which complements our existing portfolio of on-campus and online offerings. Almost all teams across the University were involved in some way in the design and implementation of this offering which takes ACU to the students who cannot come to us.

STUDENT AMENITIES AND FACILITIES

Partnering across multiple areas has seen the roll out of more amenities and facilities for students that enhance their on-campus experience. These have included bookshops, cafes, medical centres and engagement spaces (eg The Track) for students and the wider ACU community.



TELL US WHAT YOU THINK

All ACU employees serve the diverse needs of students, staff, and the University. Each of us has a role to play. If you think something can be improved, or done differently, we'd love to hear from you.

You can discuss your ideas with colleagues or a supervisor, forward your suggestions to serviceimprovement@acu.edu.au, or submit an improvement idea.

www.acu.edu.au/service_excellence