Director, Service Experience & Design

POSITION NUMBER
0048877

PROFESSIONAL CLASSIFICATION
Senior Manager

STANDARD/SALARY

SUPERANNUATION
Employer contribution of 17%

WORKING HOURS
Full Time (1 FTE)

BASIS OF EMPLOYMENT
Fixed term available for 3 years

HOW TO APPLY
Go to http://about.unimelb.edu.au/careers, under Current staff or Prospective staff, select the relevant option (‘Current Opportunities’ or ‘Jobs available to current staff’) and search for the position by title or number.

CONTACT FOR ENQUIRIES ONLY
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Please do not send your application to this contact

For information about working for the University of Melbourne, visit our website:
about.unimelb.edu.au/careers
ACKNOWLEDGEMENT OF COUNTRY

The University of Melbourne would like to acknowledge and pay respect to the Traditional Owners of the lands upon which our campuses are situated, the Wurundjeri and Boon Wurrung peoples, the Yorta Yorta Nation, the Dja Dja Wurrung people. We acknowledge that the land on which we meet and learn was the place of age-old ceremonies, of celebration, initiation and renewal, and that the local Aboriginal peoples have had and continue to have a unique role in the life of these lands.

THE UNIVERSITY OF MELBOURNE

Established in 1853, the University of Melbourne is a leading international university with a tradition of excellence in teaching and research. The main campus in Parkville is recognised as the hub of Australia’s premier knowledge precinct comprising eight hospitals, many leading research institutes and a wide-range of knowledge-based industries. With outstanding performance in international rankings, the University is at the forefront of higher education in the Asia-Pacific region and the world.

The University of Melbourne employs people of outstanding calibre and offers a unique environment where staff are valued and rewarded.

Find out more about the University’s strategy, ‘Advancing Melbourne’, at https://about.unimelb.edu.au/strategy/advancing-melbourne

CHIEF OPERATING OFFICER PORTFOLIO

The Chief Operating Officer (COO) Portfolio enables quality outcomes for students, staff and partners by delivering University-wide services and operational support to meet the organisation’s evolving needs and strategic goals. The portfolio also works in partnership with teams across the University to drive innovation, transformation and improved performance, within and across functions. It is responsible for functions relating to the University’s finances, property, technology, legal and risk management, student and academic support, research and innovation services, operational performance, business services and sustainability.

The COO Portfolio is comprised of seven sub-portfolios:

- Business Services
- Chief Finance Officer Group
- Legal and Risk
- Office of the COO
- Operational Performance Group
- Research, Innovation and Commercialisation
- Student and Scholarly Services
OPERATIONAL PERFORMANCE GROUP
The Operational Performance Group (OPG) delivers functions that facilitate the design, evaluation, and improvement of services across the University, and business partnering services to Chancellery.
The OPG brings together a range of cognate business functions and expertise such as: data governance, management and analytics; business transformation and decision support; operational and service improvement, service design, experience, culture and capabilities; digital operations; and business continuity planning.

EQUAL OPPORTUNITY, DIVERSITY AND INCLUSION
The University is an equal opportunity employer and is committed to providing a workplace free from all forms of unlawful discrimination, harassment, bullying, vilification and victimisation. The University makes decisions on employment, promotion, and reward on the basis of merit.

The University is committed to all aspects of equal opportunity, diversity and inclusion in the workplace and to providing all staff, students, contractors, honorary appointees, volunteers and visitors with a safe, respectful and rewarding environment free from all forms of unlawful discrimination, harassment, vilification and victimisation. This commitment is set out in the Advancing Melbourne strategy that addresses diversity and inclusion, equal employment opportunity, discrimination, sexual harassment, bullying and appropriate workplace behaviour. All staff are required to comply with all University policies.

The University values diversity because we recognise that the differences in our people’s age, race, ethnicity, culture, gender, nationality, sexual orientation, physical ability and background bring richness to our work environment. Consequently, the People Strategy sets out the strategic aim to drive diversity and inclusion across the University to create an environment where the compounding benefits of a diverse workforce are recognised as vital in our continuous desire to strive for excellence and reach the targets of Advancing Melbourne.

ABOUT THE ROLE
Position Purpose:
The Director, Service Experience and Design has an institution-wide remit to drive service improvement and experience. The Director will drive service excellence using a combination of methodologies including Human Centred Design, Lean, and Agile. Delivery will be through discrete projects and initiatives focused on end- to-end operations across the University and building a culture of continuous improvement. The role plays a critical role in business transformation, providing service teams with practical support to better understand the people they serve, and work with them to co-design new solutions, delivering work-ready prototypes and pilot programs for operationalisation University-wide.
Reporting to the Executive Director of Operational Performance, the Director will provide direction and oversight to project and design teams, managing client relationships at the executive levels, whilst shaping, retaining and growing a team of service design, digital design and service improvement staff.

The Director will build capability in service design, continuous improvement and digital skills through innovative delivery methods and approaches to optimize customer, user, stakeholder and employee service experiences across all aspects of university operations.

Reporting line: Executive Director, Operational Performance
No. of direct reports: 2-5
No. of indirect reports: 16 to 20

Key Dimensions and Responsibilities:

Task level: Significant
Organisational knowledge: Significant
Judgement: Extensive

Operational context: The position acts across a range of complex policy and operational issues and requires skilled management of relationships and negotiation with diverse groups of stakeholders. The Director has a University-wide impact in key result areas.

OH&S and compliance: All staff are required to take reasonable care for their own health and safety and that of other personnel who may be affected by their conduct. These include general staff responsibilities and those additional responsibilities that apply for managers, supervisors and other personnel. Specific responsibilities for the role are available at http://safety.unimelb.edu.au/topics/responsibilities/. Staff must comply with all relevant requirements under the University’s risk management framework including legislation, statutes, regulations and policies.

Core Accountabilities:

SERVICE EXPERIENCE, DESIGN, AND IMPROVEMENT
The Director will own, drive, and lead a holistic view of the University’s service user experience, defining and executing long-term approaches that uphold a commitment to service and operational excellence, and align with institutional customer and digital strategies. The incumbent works as a change champion, liaising with senior decision-makers to present strong evidence and insights to the right people at the right time, and effectively influence decisions impacting on the user service experience, and on service efficiency and effectiveness. The Director will lead a team delivering these insights and applying them to managing transformation initiatives and continuous improvement efforts.

The Director will:
• lead a team in identifying, planning, implementing and monitoring activities to continuously improve the student and stakeholder service experience, with a focus on demonstrable positive impact.
• identify and prioritise opportunities for and obstacles to improved operational and service performance, and manage interdependencies.
• Promote the aspirations and benefits of operational and service improvement.
• Oversee service improvement and digital project design and proposal development.
• Create a Centre of Excellence for the institution in human centred design, service improvement and digital design techniques.
• Work closely with key peers in the OPG group to ensure initiatives leverage the full range of capabilities across OPG. Specifically, the Executive Director Data and Business Transformation, Director of Operations Improvement, Director Service & Operational Culture, and the Director Digital Transformation Operations.
• Deliver proof of concepts, prototypes and pilots for handover to operational teams for implementation.
• Deliver specialist advice, analysis, forecasting and recommendations on customer and user needs and priorities to improve their service experience, and assist in strategic and operational decision-making; ensure the development and monitoring of project improvement, communication and engagement plans, including effective planning for resource allocation.

PRACTICE LEADERSHIP
The Director leads the development of user service experience and improvement practices, establishing initiatives that meet strategic goals, driving projects, building and growing the capabilities of the team, and providing quality assurance for engagements.

The Director will be a thought leader regarding the latest practice trends and innovations, and their impact on operations, and works to grow design capabilities across the University.

The Director also:
• Acts as a consultant to other leaders and teams on the use of Human-Centred Design and service design practices, methodologies and tools;
• Contributes to the development of service design and improvement practice tools, methodologies and applications, inspiring and fostering innovative approaches and techniques; and
• Works with other leaders and stakeholders across operations to identify opportunities to build continuous improvement capability within customer teams to assist portfolios in driving their continuous improvement journeys.

LEADERSHIP AND STAFF MANAGEMENT
The Director provides leadership and direction to staff. This includes setting goals and directions for the future, inspiring staff to link individual and team targets to portfolio and University objectives, identifying professional development opportunities, and developing a work environment that fosters high achievement, continuous improvement of services, and job satisfaction. The incumbent effectively coordinates the activities of the team ensuring consistently high-quality outputs that are on time and on budget.

The Director motivates and inspires others to perform at their best by setting clear direction and expectations, recognising and valuing their work, and encouraging them to learn and reflect. The Director makes a pro-active and positive contribution to the culture and goals of the portfolio and the University, promoting a culture of service excellence and valued partnership. The Director will also be responsible for developing and delivering the operational plans and budgets for the service experience and design team.

**REPRESENTATION AND LIAISON**

The Director actively manages relationships to influence and direct others to ensure that service improvement initiatives are delivered collaboratively, respond to student, staff and stakeholder needs, and can be effectively transitioned to operations. The Director participates in project teams and working groups, and interacts with internal and external stakeholders at all levels, and represents the University, portfolio and service transformation program in a range of forums. The Director demonstrates a proven ability to exercise sound judgement, diplomacy and initiative including the ability to formulate, develop and implement new ideas.

**SELECTION CRITERIA**

**Essential**

**Education/Qualifications**

1. The appointee will have Postgraduate relevant tertiary qualifications and extensive management and leadership experience in a large complex organisation, or an equivalent combination of relevant experience and education/training.

**Knowledge and skills:**

2. Demonstrate COO values by acting in the best interest of your employer; displaying service excellence by striving to deliver beyond expectations and taking ownership of the delivery; and value working collaboratively, connecting with people and building relationships in your workplace.

3. Significant demonstrated experience in delivering tangible business transformation outcomes within a service organisation.
4. **Significant demonstrated experience in leading diverse teams of professional experts and building a positive workplace culture that is dedicated to exceptional customer service and continuous improvement.**

5. **Demonstrated experience in Human Centred Design/Design Thinking, Lean, Agile, and contemporary project management and process improvement methodologies.**

6. **A demonstrated track record of delivering proof of concepts, prototypes, and pilots within a significant service organisation.**

7. **High level analytical and problem-solving skills with the ability to work with and utilise data and digital platforms to create a service experience that matches the brand.**

8. **Outstanding influencing skills with a track-record of using influence to achieve business improvement outcomes and the ability to establish credibility and build consensus with a wide range of stakeholders.**

9. **Strong core consulting skills, including: the ability to craft compelling and actionable strategies, meeting and workshop development, management and facilitation, storytelling, writing and demonstrated experience in effective stakeholder engagement and the achievement of strategic objectives by navigating through a diverse range of stakeholder interests.**

10. **Demonstrated creative, analytical and problem-solving skills, with a record of tenacity in searching for creative solutions to entrenched business problems.**

11. **Personal attributes of integrity and fairness, a collaborative approach, sound judgement, commitment to service excellence, a high level of initiative, resilience and personal accountability for results.**

**Desirable**

12. **External accreditation or recognition via recognised professional bodies.**

13. **Higher Education experience or an understanding and appreciation of the key strategic issues in the sector, nationally and internationally, and how these translate to the practical operational management requirements of a large scale, research active and internationally competitive academic endeavour.**