



POSITION DESCRIPTION

Student Service Delivery
Academic Services

Service Delivery Manager (Stop 1)

POSITION NO	0043150
CLASSIFICATION	PSC 9
SALARY	\$115,726 to \$120,404 p.a.
SUPERANNUATION	Employer contribution of 17%
EMPLOYMENT TYPE	Full-time (continuing) position
OTHER BENEFITS	http://about.unimelb.edu.au/careers/working/benefits
CURRENT OCCUPANT	New position
HOW TO APPLY	Online applications are preferred. Go to http://about.unimelb.edu.au/careers , under 'Job Search and Job Alerts', select the relevant option ('Current Staff' or 'Prospective Staff'), then find the position by title or number.
CONTACT FOR ENQUIRIES ONLY	Phillip O'Neill Tel +61 3 8344 6234 Email paoneill@unimelb.edu.au <i>Please do not send your application to this contact</i>

For information about working for the University of Melbourne, visit our websites:

about.unimelb.edu.au/careers
joining.unimelb.edu.au

Position Summary

Stop 1 is the home of student services online, on the phone and in person at the University of Melbourne. It is a core component of the University's transition to the a student-centred service delivery model and aims to enable students to access the services and information they need as quickly and seamlessly as possible.

The Service Delivery Manager plays a critical role in driving the success of the Stop 1 service model by:

- Effectively managing the 360,000+ first level enquiries received annually from our diverse customer base, ensuring that shifting enquiry management demands are supported by agile resourcing
- Leading a team of senior Student Services Delivery staff in overseeing a team of service professionals who provide timely and accurate support
- Working collaboratively with other senior Managers to drive exemplary customer service and meet agreed service targets
- Ensuring that rigorous recruitment, quality assurance, and coaching/training frameworks are in place to drive high quality service delivery
- Analysing data and trends to ensure that effective resourcing is in place to meet business need and that staff have the range of skills needed to excel in their roles and work flexibly across service channels and locations
- Proactively planning, developing and implementing initiatives to support continuous service improvement
- Identifying opportunities to enhance service integration, share knowledge and skills, review business practice and encourage innovation at a cross-team level

1. Selection Criteria

1.1 ESSENTIAL

- ▶ Postgraduate qualifications with relevant management experience in a complex organisation with a focus on customer service, or an equivalent mix of education and relevant experience
- ▶ High level customer service skills, with extensive contact centre or call centre management experience
- ▶ Excellent interpersonal and communication skills, with demonstrated ability to motivate, persuade, negotiate and engage with staff and stakeholders to achieve successful outcomes
- ▶ Demonstrated ability to provide leadership and direction to staff, including the capacity to successfully lead change and build cohesive teams dedicated to exceptional client service and continuous improvement
- ▶ Demonstrated ability to create and maintain a positive workplace culture which inspires, supports and rewards staff, contributing significantly to the effective recruitment and retention of talented service professionals
- ▶ Significant experience in training, coaching and/or mentoring roles directed towards developing staff excellence

- ▶ Demonstrated ability to develop and implement initiatives to ensure responsive customer service
- ▶ Extensive experience in strategic and operational planning, including resource planning, analysis and monitoring
- ▶ High-level conceptual, analytical and problem-solving skills and a demonstrated capacity to exercise sound autonomous judgement, including the capacity to independently formulate, develop and implement new ideas
- ▶ Well-developed professional organisational skills including the ability to coordinate workflow, determine priorities, make plans, and schedule tasks to meet deadlines and effectively balance competing demands within a high pressure environment

1.2 DESIRABLE

- ▶ Experience in the higher education sector, particularly in student services

2. *Special Requirements*

- ▶ This position may be required to travel to and work across campuses
- ▶ Annual leave must be taken at a time which accommodates the peak workflows of the business
- ▶ Non-standard work hours may be required from time to time by negotiation

3. *Key Responsibilities*

3.1 ENQUIRY MANAGEMENT AND SERVICE DELIVERY

- ▶ Oversee the design and delivery of student-oriented enquiry management, transactional assistance and first-level enrolment support services that:
 - Anticipate student needs, proactively respond to student requests and queries, and connect them with relevant resources and support
 - Provide accurate and consistent information and assistance that extends beyond a student's presenting request and supports the student towards independence and self-direction
 - Plot activities across the yearly enrolment cycle and proactively plan related activities, targeted coaching and resourcing
- ▶ Ensure agreed service levels, standards and stakeholder reporting requirements are met, including adherence to agreed referral protocols
- ▶ Plan, deliver and review the Contact Centre's short and long term operations, services and campaigns based on enquiry traffic and performance data, customer feedback and service needs assessment for all users, channels and service environments
- ▶ Support the timely management of feedback and complaints

3.2 WORKFLOW AND RESOURCING

- ▶ Determine the configuration of portfolio management and loads for Student Contact Centre teams to effectively manage workflow, peak demands and staff rotation to ensure exemplary service levels and manage shifting business demands
- ▶ Work closely with the Service Operations Coordinator (Rostering and Resourcing) to review traffic and performance data, identify trends, forecast demand and establish effective capacity planning against budget

3.3 LEADERSHIP AND SERVICE CULTURE

- ▶ Continuously work with Student Services Team Leaders and other senior staff to motivate staff to excel in their role. Provide clear performance expectations and regular feedback, and document performance outcomes, ensuring high performance is nurtured and rewarded, and poor performance is immediately addressed
- ▶ Drive a positive, inclusive service culture in which all staff feel valued, are engaged with their role, and provided with opportunities to reach their potential
- ▶ Drive a 'quality first' ethos with the team, define achievable service targets and performance metrics, and cascade to all staff via yearly PDF objectives and regular one-on-one catch ups and coaching opportunities
- ▶ Actively promote collaboration and information exchange within and across teams, and with key contacts across Academic Services, Academic Divisions, and University Services

3.4 SERVICE INNOVATION AND COLLABORATION

- ▶ Lead the development and continuous improvement of University student enquiry management practices, processes and systems including the design, implementation and evaluation of service initiatives
- ▶ Support the development of effective strategic and collaborative working partnerships with key stakeholders in order to successfully engage staff in the delivery of seamless end-to-end services to students and the University

3.5 REPORTING AND SYSTEMS

- ▶ Review reports to monitor and analyse Student Contact Centre enquiry traffic, evaluate performance, and plan resourcing to meet business demand. Identify service gaps and resolve issues, actively engage with opportunities, and recommend business improvements.
- ▶ Ensure that IVR configuration, call recording, virtual queue technology and on-hold messaging are effective, and staff-facing LCDs effectively used to disseminate and reinforce critical information
- ▶ In collaboration with the Service Operations Manager, drive the use of appropriate systems and technology to maximise service performance, and liaise with University Services colleagues and external vendors to fully support the core technology deployed at Stop 1

3.6 PROJECTS AND OTHER ACTIVITIES

- ▶ Demonstrate commitment to the shared services operating model contributing to the planning and achievement of Academic Services objectives, goals and priorities. This includes the development and delivery of operational plans and budgets

- ▶ Represent the University and develop and maintain links with external networks of peers and relevant professional associations as well as participate in relevant internal fora, providing expert advice to members of the University community on the provision of student enquiry management services
- ▶ Attend and participate in graduation ceremonies, examination and other University Services events as required
- ▶ Occupational Health and Safety (OH&S) and Environmental Health and Safety (EH&S) responsibilities as outlined in section 5 or 6.

4. Job Complexity, Skills, Knowledge

4.1 LEVEL OF SUPERVISION / INDEPENDENCE

The position operates under the broad direction of the Associate Director Stop1 with a high degree of delegated authority and the capacity for independent decision-making. Considerable initiative, excellent negotiation skills, and sound judgement are essential attributes. The position calls for formal and informal leadership and a high level of interpersonal skill.

4.2 PROBLEM SOLVING AND JUDGEMENT

The incumbent is expected to develop protocols, plans and operational objectives and is expected to exercise a high degree of judgement in resolving sensitive and complex matters. The Manager is expected to develop and coordinate processes and to identify and analyse possible solutions to problems which will require significant modification of existing systems and practices or the recommendation of new processes. The Manager will have responsibility for initiating, implementing and evaluating changes to operations. The ability to exercise expert sound and independent judgement is essential.

4.3 PROFESSIONAL AND ORGANISATIONAL KNOWLEDGE

The position requires a broad knowledge of the University environment and an excellent knowledge of student services, and must provide sound advice on issues relating to student service delivery. High level liaison with stakeholders within Academic Services and across Academic Divisions and University Services is required. Engagement with relevant external peers and networks and knowledge of service design and/or business improvement methodologies are expected.

4.4 RESOURCE MANAGEMENT

The incumbent will be responsible for the day-to-day operational management of the Student Contact Centre, including 34 FTE staff (excluding casuals).

4.5 BREADTH OF THE POSITION

The position acts across a number of operational and organisational areas and encounters a wide range of complex and sensitive issues within an operational context. High level problem solving skills and experience are essential. The position also requires a consultative approach to developing solutions so that competing interests of students, service teams and other stakeholders can be resolved. Mature judgement and the ability to meet tight deadlines and work under pressure are required.

5. Other Information

5.1 ORGANISATION UNIT

Academic Services brings students, academic and library services together in an integrated network to support the University's core business of learning and teaching, research and engagement.

We offer student services from the point of enquiry to the point of graduation, and support during the years in between. Our end-to-end services from across the University enable students to be self-directed, independent decision-makers.

Our customer focus and commitment to building a problem-solving culture promotes and enhances the student experience. The unit consists of five service areas:

- Student Administration
- Student Success
- Service Planning and Delivery
- Wellbeing Services
- Scholarly Services

The Student Contact Centre is located in the Service Planning and Delivery cluster, which brings together the management of multiple service channels – online, email, telephone and face-to-face – to achieve consistency and alignment across channels as well as across different touchpoints within each channel. Bringing service channels together in this way enables us to streamline and improve information, processes and systems to deliver better service to students and achieve more efficient service delivery.

5.2 UNIVERSITY SERVICES

A trusted partner in shared services.

We will operate with a clear, responsive, respectful, user-friendly approach and this will create a problem-solving culture that empowers people to deliver their best.

University Services will comprise approximately 1,500 staff and represents the aggregation and concentration of service delivery capability within what will be the largest administrative unit within the University. It comprises ten portfolios:

- Research, Industry and Commercialisation
- External Relations
- Academic Services
- Finance and Employee Services
- University Procurement Services
- Infrastructure Services
- Project Services
- Legal and Risk;
- Business Intelligence and Reporting
- University Services Operations

These portfolios will be responsible for the planning, delivery and review of most professional services.

The University Services organisation will also play a key role in defining the service ethos and quality standards for the broad range of services, as well as leading key aspects of transformational change, and defining and influencing future service enhancements. At its core, the benefit from the establishment of University Services will come from building

expertise, consolidating like functions/ services, eliminating duplication, capturing the benefit of scale, and providing a platform to improve process and system efficiency.

5.3 THE UNIVERSITY OF MELBOURNE

The University of Melbourne is a leading international university with a tradition of excellence in teaching and research. With outstanding performance in international rankings, Melbourne is at the forefront of higher education in the Asia-Pacific region and the world. The University of Melbourne is consistently ranked among the world's top universities. Further information about our reputation and global ranking is available at <http://futurestudents.unimelb.edu.au/explore/why-choose-melbourne/reputation-rankings>.

Established in 1853, shortly after the founding of Melbourne, the University is located just a few minutes from the centre of this global city. The main Parkville campus 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.

The University employs people of outstanding calibre and offers a unique environment where staff are valued and rewarded. Further information about working at The University of Melbourne is available at <http://about.unimelb.edu.au/careers>.

5.4 GROWING ESTEEM, THE MELBOURNE CURRICULUM AND RESEARCH AT MELBOURNE: ENSURING EXCELLENCE AND IMPACT TO 2025

Growing Esteem describes Melbourne's strategy to achieve its aspiration to be a public-spirited and internationally-engaged institution, highly regarded for making distinctive contributions to society in research and research training, learning and teaching, and engagement. <http://about.unimelb.edu.au/strategy-and-leadership>

The University is at the forefront of Australia's changing higher education system and offers a distinctive model of education known collectively as the Melbourne Curriculum. The new educational model, designed for an outstanding experience for all students, is based on six broad undergraduate programs followed by a graduate professional degree, research higher degree or entry directly into employment. The emphasis on academic breadth as well as disciplinary depth in the new degrees ensures that graduates will have the capacity to succeed in a world where knowledge boundaries are shifting and reforming to create new frontiers and challenges. In moving to the new model, the University is also aligning itself with the best of emerging European and Asian practice and well-established North American traditions.

The University's global aspirations seek to make significant contributions to major social, economic and environmental challenges. Accordingly, the University's research strategy *Research at Melbourne: Ensuring Excellence and Impact to 2025* aspires to a significant advancement in the excellence and impact of its research outputs. <http://research.unimelb.edu.au/index.html#home>

The strategy recognises that as a public-spirited, research-intensive institution of the future, the University must strive to make a tangible impact in Australia and the world, working across disciplinary and sectoral boundaries and building deeper and more substantive engagement with industry, collaborators and partners. While cultivating the fundamental enabling disciplines through investigator-driven research, the University has adopted three grand challenges aspiring to solve some of the most difficult problems facing our world in the next century. These Grand Challenges include:

- Understanding our place and purpose – The place and purpose grand challenge centres on understanding all aspects of our national identity, with a focus on Australia's 'place' in the Asia-Pacific region and the world, and on our 'purpose' or mission to improve all dimensions of the human condition through our research.
- Fostering health and wellbeing – The health and wellbeing grand challenge focuses on building the scale and breadth of our capabilities in population and global health; on harnessing our contribution to the 'convergence revolution' of biomedical and health research, bringing together the life sciences, engineering and the physical sciences; and on addressing the physical, mental and social aspects of wellbeing by looking beyond the traditional boundaries of biomedicine.
- Supporting sustainability and resilience – The sustainability and resilience grand challenge addresses the critical issues of climate change, water and food security, sustainable energy and designing resilient cities and regions. In addition to the technical aspects, this grand challenge considers the physical and social functioning of cities, connecting physical phenomena with lessons from our past, and the implications of the technical solutions for economies, living patterns and behaviours.

Essential to tackling these challenges, an outstanding faculty, high performing students, wide collaboration including internationally and deep partnerships with external parties form central components of Research at Melbourne: Ensuring Excellence and Impact to 2025.

5.5 EQUITY AND DIVERSITY

Another key priority for the University is access and equity. The University of Melbourne is strongly committed to an admissions policy that takes the best students, regardless of financial and other disadvantage. An Access, Equity and Diversity Policy Statement, included in the University Plan, reflects this priority.

The University is committed to equal opportunity in education, employment and welfare for staff and students. Students are selected on merit and staff are selected and promoted on merit.

5.6 GOVERNANCE

The Vice Chancellor is the Chief Executive Officer of the University and responsible to Council for the good management of the University.

Comprehensive information about the University of Melbourne and its governance structure is available at <http://www.unimelb.edu.au/unisec/governance.html>.

6. Occupational Health and Safety (OHS)

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.

OHS responsibilities applicable to positions are published at:

<http://safety.unimelb.edu.au/topics/responsibilities/>

These include general staff responsibilities and those additional responsibilities that apply for Managers and Supervisors and other Personnel.