THE UNIVERSITY OF
MELBOURNE

Service Planning and Delivery
Academic Services

Service Operations Manager (Stop 1)

POSITION NO	0043151
CLASSIFICATION	PSC 8
SALARY	$99,199 to $107,370 per annum
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 *Please do not send your application to this contact*

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

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

Date Created: 16/03/2017

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 element of the University's transition to 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 Operations Manager plays a critical role in supporting the various service teams co-located in the Stop 1 space by:

- Providing ongoing management and coordination of shared facilities and resources

- Supporting the systems that underpin Stop 1 operations and driving client-based system improvements

- Designing reports, analysing performance, offering solutions and making recommendations for improvement

- Proactively planning, developing and implementing activities and events to support the student enrolment cycle

- Identifying opportunities to enhance service integration, share knowledge and skills, and encourage innovation at a cross-team level

- Ensuring a consistent user experience across student-facing services through the implementation of clear, negotiated business practice protocols and procedures.

1. Selection Criteria

1.1 ESSENTIAL

- Post graduate qualifications in a relevant discipline and/or an equivalent mix of education and relevant experience.

- Sound experience working in service delivery environments.

- Excellent interpersonal and communication skills, with demonstrated ability to motivate staff and engage with stakeholders to achieve successful outcomes.

- Demonstrated ability to provide strong leadership, build a positive and cohesive team, lead change, and successfully drive a culture of continuous improvement.

- High level conceptual, analytical and problem-solving skills, demonstrated capacity to exercise sound judgement, and the ability to develop and implement new ideas.

- Extensive experience in driving process improvements, and service design and implementation.

- Extensive experience in operational planning, resource planning, and reporting and analysis.

- Well-developed organisational skills with the ability to co-ordinate workflow, determine priorities, schedule tasks to meet deadlines and effectively balance competing in a high pressure environment.

2. Special Requirements

- The Service Operations Manager may be required to travel to and work across campuses (primarily Parkville and Southbank)
- Annual leave must be taken at a time which accommodates peak workflows (January through March and June through mid-August)

3. Key Responsibilities

3.1 SERVICE AND SYSTEM SUPPORT

- Develop and drive a range of business practice guidelines and service protocols in collaboration with key stakeholders. These include: service standards, referral protocols, business continuity plans, and escalation/critical incident management.
- Support and drive the use of appropriate technology, systems and tools to maximize service performance. This includes developing a suite of systems support and training resources for staff, and liaising with University Services colleagues and external vendors to secure expert guidance and optimal outcomes.
- Manage stakeholder expectations and feedback regarding service and systems experience. Provide timely responses and actively seek and communicate solutions.

3.2 SERVICE AND SYSTEM IMPROVEMENT

- Research industry trends and provide expert advice on customer service developments and cutting-edge service design.
- Evaluate, identify and initiate opportunities for service integration and innovation, including cross-team process design, knowledge sharing and training initiatives.
- Coordinate regular Stop 1 Community of Practice and other practice groups in collaboration with key stakeholders.
- Ensure the timely communication of service challenges, solutions and enhancements to build stakeholder confidence and support high quality service experience.

3.3 FACILTIES AND RESOURCING

- Coordinate, support and develop shared facilities and systems at Stop 1 Parkville and Southbank.
- Oversee the purchase of a range of supplies and provisions.
- Proactively engage with the student enrolment cycle and related activities to ensure that sound resourcing is in place to effectively manage all Stop 1 enquiry channels and student-facing service environments to meet service targets and deliver a high quality customer experience.

3.4 SERVICE REPORTING AND ANALYSIS

- Oversee the design and generation of a suite of high level reports to review and analyse service performance. Identify service gaps and make recommendations for service improvement.
- Promote awareness of service design and improvements through regular high quality communications.

- Coordinate the design and timely delivery of service experience surveys. Provide expert analysis and commentary on the feedback received, action opportunities for improvement as appropriate, and ensure that related actions and outcomes are communicated to customers.

3.5 LEADERSHIP

- Actively contribute to a positive and supportive service culture through effectively motivating and coaching staff to achieve professional outcomes. Set clear performance expectations and provide clear, regular feedback, reward strong performance, and support and encourage staff to engage with new learning opportunities.

- Oversee the management of project initiatives that bring service teams together to develop service solutions and improvements.

3.6 PROJECTS AND OTHER ACTIVITIES

- Actively support the Associate Director Stop 1 with projects that support service operations and foster a shared services improvement culture, as required.

- Effectively manage any ad hoc requests for data from the Director, Service Planning and Delivery.

- Actively support the University Services 'The Way We Work' framework by assisting with a range of University events, such as Graduations, as appropriate.

- Manage 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 Stop 1 with a high degree of delegated authority and the capacity for independent decision-making. This includes evaluating operations and implementing service improvement. Initiative, strong interpersonal skills, sound judgement and a bias for action are essential attributes. The position leads a team of three Service Operations staff who are responsible for proactively supporting, resourcing and reporting on a range of Stop 1 activities.

4.2 PROBLEM SOLVING AND JUDGEMENT

Excellent problem-solving skills and sound judgement are fundamental to the role. The Service Operations Manager is required to develop business practice guidelines and operational objectives, as well as exercise a high degree of judgement in resolving sensitive, time-critical and often complex matters.

4.3 PROFESSIONAL AND ORGANISATIONAL KNOWLEDGE

The position requires a broad knowledge of the University environment and a sound knowledge of the student services environment. Project management experience and knowledge of service design and/or business improvement methodologies are required.

4.4 RESOURCE MANAGEMENT

The Service Operations Manager is responsible for overseeing the effective resourcing of Stop 1 channels as well as the day-to-day operational coordination of shared resources at Stop 1. The position has three direct reports.

4.5 BREADTH OF THE POSITION

The position works collaboratively with stakeholders across Stop1 services as well as other operational and organisational areas of the University. A consultative and considered approach is essential to ensure that the sometimes competing interests of students, service teams and other stakeholders can be successfully resolved. The position also requires a proactive approach to planning, the ability to work under pressure and meet tight deadlines.

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 Service Operations Manager 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.

5.4 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.

5.5 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.