

ANU wants you

INFORMATION FOR
PROSPECTIVE CANDIDATES

**Associate Director,
Customer Service**

SERVICE IMPROVEMENT GROUP



**Australian
National
University**

Message from the Director, Service Improvement Group

The Australian National University (ANU) is unique in Australia. Ranked in the world top 20 by QS, and based in our capital city, ANU is charting a new strategic course to redefine the role of a contemporary national university.

Thank you for your interest in the position of Associate Director, Customer Service, Service Improvement Group. This is an exciting, senior leadership opportunity that will deliver a program of work to embed and deliver a customer-centric service culture that is commensurate with the University's position as Australia's leading, and globally ranked, University. This program of work is the first of its kind at ANU.

The Service Improvement Group supports the University in pursuit of its strategic objectives by providing expertise and support in areas aimed to enhance ANU services by increasing the efficiency, service effectiveness, and customer experience of ANU systems, services and procedures. Since 2013, the University has been planning and delivering a range of projects and initiatives to improve services and over time, we have achieved significant improvements in this regard. As we continue to improve, we require a more sophisticated approach to how we think about our customers and how they receive our services. As such, the University Executive have committed to deliver an enterprise-wide change program, which is driven by the ANU Strategic Plan (2017-2021), to provide exemplary customer service.

The Associate Director, Customer Service will lead this significant change program for the ANU. This position will work with a diverse customer environment, across a whole-of-



University program to drive enterprise wide change, foster and grow collaboration across areas and implement systems and processes to support staff to continuously design, deliver and improve customer centric products and services.

Strong leadership is critical to success in this role. The position will be recruiting and leading a customer service program team, and will need to be a key representative of the change program to effectively engage stakeholders, motivate and empower teams to be innovative, creative and high performing, communicate effectively with influence, and be flexible and resilient when dealing with change.

If you are an accomplished leader with experience in large scale change programs with a customer service focus, who is committed to inspiring innovation and excellence, and are looking for a unique position in a challenging and rewarding environment, I strongly encourage your application.

Mrs Lakshmi West
Director, Service Improvement Group
The Australian National University

The University

Australia's #1 university

The Australian National University is one of the world's foremost research universities. Distinguished by its relentless pursuit of excellence, the University attracts leading academics and outstanding students from Australia and around the world.

History

The University was established by the Commonwealth Parliament in 1946 specifically to lead the development of the intellectual capacity of the nation through research and research training in line with the best international standards. It is the only Australian university established by a Commonwealth Act of Parliament. In 1960, the University accepted responsibility for undergraduate education along with an expectation that the highest standards of education would be achieved.

Scale

The University has 4,094 staff, 12,827 undergraduates and 12,534 postgraduate students. Its annual revenue exceeds \$1.0 billion and consolidated assets are worth \$2.5 billion.

Partnerships

The University has strong links with leading research institutions in Australia and overseas. It is a founding member of the International Alliance of Research Universities, a co-operative network of 10 eminent international research-intensive universities which includes:

- > University of Cambridge
- > University of Oxford
- > University of California, Berkeley
- > Yale University
- > Peking University
- > National University of Singapore
- > University of Tokyo
- > University of Copenhagen
- > ETH Zurich

Research-intensive education

As the specially-chartered national university, the University conducts research at the highest levels in all of its colleges, and offers a unique research-led education to undergraduate and postgraduate students as well as postdoctoral fellows.

The University advances the national intellectual and creative capacity in three key ways:

1. Through broad-based research and research-intensive education in the disciplines fundamental to all knowledge: the humanities, the sciences and the social sciences,
2. By supporting research and research-intensive education in a spectrum of professional disciplines, and
3. By studying Australia in its various contexts.

It is the aim of the University to achieve its objectives by creating an inspirational working environment for all its staff, students and visitors.

In each of its endeavours, the University strives to achieve at the levels of the world's great universities.

Location

The University campus has over 200 buildings and occupies 145 hectares adjacent to the city centre of Canberra. The University also has a number of smaller campuses:

- > Mount Stromlo Observatory (west of Canberra)
- > Siding Spring Observatory (near Coonabarabran, western New South Wales)
- > North Australia Research Unit (Darwin, Northern Territory)
- > Kioloa (coastal campus near Bawley Point, on the New South Wales South Coast)
- > ANU Medical School – The Canberra Hospital campus
- > ANU Medical School – Calvary Hospital
- > Health Facilities in South East New South Wales



Further information about ANU can be found at anu.edu.au/about

University Colleges

ANU has seven academic colleges, each housing the schools and research centres that contribute to the various broad disciplines. The ANU Colleges link research and teaching at undergraduate, postgraduate and higher degree levels. They undertake world-class research and provide education programs at the highest standards.

The University recognises the need to strengthen strategic planning, align administrative support with these plans and ensure consistency of policy and procedure. The aim of the college structure is to promote and formalise cooperation among the different contributors to disciplines in ANU.



ANU College of Arts & Social Sciences

The ANU College of Arts and Social Sciences (CASS) is the research and education college for the broad disciplines of the creative arts, humanities and the social sciences. The College has two research schools - the Research School of Social Sciences and the Research School of Humanities and the Arts – that cover the main disciplines to deliver leading research and degree programs.

> cass.anu.edu.au

ANU College of Asia & the Pacific

The ANU College of Asia and the Pacific (CAP) hosts the largest assembly of scholars dedicated to working on Asia and the Pacific in the English-speaking world. Organisationally the College comprises three large Schools - the School of Culture, History and Language (CHL); the Coral Bell School of Asia Pacific Affairs; and the Crawford School of Public Policy - and two Research Centres: the Regulatory Institutions Network (RegNet) and the Australian Centre on China in the World.

> asiapacific.anu.edu.au

ANU College of Science

The College consists of the Research Schools of Physics and Engineering, Earth Sciences, Chemistry, Astronomy and Astrophysics, and Biology, plus the Fenner School of Environment and Society, the Mathematical Sciences Institute, and the Australian Centre for the Public Awareness of Science. Academic staff within the ANU College of Science undertake world leading research and deliver research-led education on issues of global importance, supported by extensive international networks and world class facilities.

> cos.anu.edu.au

ANU College of Business & Economics

The ANU College of Business and Economics (CBE) seeks to advance knowledge through high quality education and research in the closely related areas of accounting, actuarial studies, business information systems, econometrics, economic history, economics, finance, international business, management, marketing and statistics. It endeavours to do this through the provision of a range of undergraduate and graduate programs, and through its research, publications and contributions to the associated professions, commerce, industry and government.

> cbe.anu.edu.au



Further information can be found at
anu.edu.au/about/academic-colleges

ANU College of Engineering & Computer Science

The ANU College of Engineering and Computer Science (CECS) comprises of the Research Schools of Electrical, Energy and Materials Engineering; Aerospace, Mechanical and Environmental Engineering, and; Computer Science, and the 3Ai and Cyber Institutes. It offers undergraduate degrees in engineering, information technology and computer science along with masters and doctoral postgraduate programs. The College undertakes basic and applied research in information and communications technologies, materials and manufacturing, formal methods and logic, machine learning and vision, robotics and energy systems.

> cecs.anu.edu.au

ANU College of Law

The ANU College of Law (CoL) is Australia's national law school, committed to legal research and education at the highest level, and to striving for continuous improvement in the law for the benefit of national and international communities. The ANU Law School offers LLB Hons and Juris Doctor (JD) degrees, a Graduate Diploma in Legal Practice through the School of Legal Practice, and postgraduate research and coursework degrees.

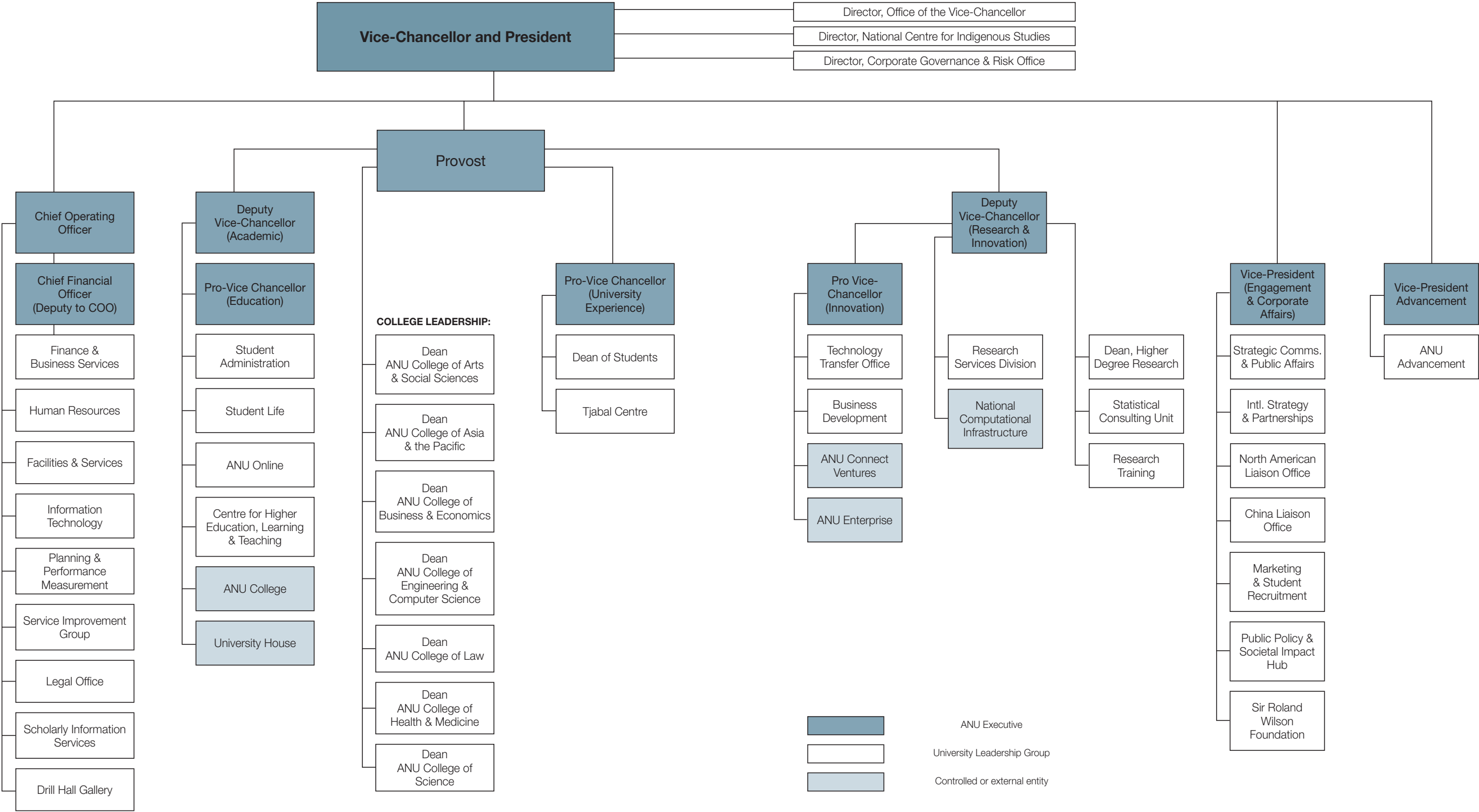
> law.anu.edu.au

ANU College of Health & Medicine

The ANU College of Health and Medicine comprises the ANU Medical School, the John Curtin School of Medical Research, the Research School of Psychology and the Research School of Population Health. These schools work together to deliver world-class research and education across the spectrum of medicine and health-related fields, working in partnership with the health sector at local, national and international levels.

> chm.anu.edu.au

ANU Executive Structure



Our Vision & Values

Our Vision

- > Contemporary ANU will sit among the great universities of the world, and be defined by a culture of excellence in everything that we do.
- > We will be renowned for the excellence of our research, which will be international in scope and quality, always measured against the best in the world. Our research investment will be strategic, taking a long-term view and focus on high-quality activities, high-impact infrastructure and areas of high national importance.
- > We will be renowned for the excellence of our undergraduate and graduate education: excellence in student cohort, excellence in teaching, excellence in student experience, and excellence in outcomes.
- > We will be renowned for the quality of the contribution our research and education make to societal transformation. We will identify emerging areas of need for the nation and provide research and education that will equip Australia to cope with challenges not yet imagined.
- > ANU research, education and contributions to public policy-making will change Australia and change the world. It will have impact.

Our Values

- > We bring a distinctive excellence to our work and have the confidence to pursue original ideas.
- > We are inclusive, open and respectful, reflecting the diversity of our nation.
- > We are committed to integrity and ethical behaviour.
- > We value, enable, reward and celebrate collegiality.
- > We embrace informed risk-taking in pursuit of our objectives.
- > We are committed to better outcomes for our community, the environment, our nation and the world.
- > We are committed to the service of our nation, through original thinking and through courage in advancing our ideas.

The Associate Director, Customer Service

As Associate Director, Customer Service, you will lead a new initiative to extend service improvement work already undertaken and to establish a service excellence culture across the University.

The Associate Director, Customer Service will work with a diverse customer environment, across a whole-of-University program of work to embed and deliver services that are commensurate with the University's position as Australia's leading and globally ranked, University.

The Associate Director, Customer Service, with the guidance of the Director, Service Improvement Group will hold full accountability for setting the strategic direction of the Program, delivering innovative solutions, and overseeing the execution of all initiatives required to embed service excellence at all layers of the University. This position will provide the vision and leadership required to move ANU towards investing in exceptional customer experience across all areas and levels of the University.

The Associate Director, Customer Service will be responsible for leading the Customer Service Program, and delivering the Roadmap and its suite of initiatives to improve and extend the University's customer service performance to support it's strategic goals.

- > Work as a key member of the senior leadership of the Service Improvement Group to develop, implement and deliver the ANU Customer Service Roadmap to lead the University towards customer-centric service delivery.
- > Engage collaboratively and effectively with members of University Executive, College Deans, College General Managers, Service Division Directors, and student bodies.
- > Define what customer centricity means in the context of ANU and become a champion of the customer, thoroughly understanding and defining customer segments, needs and value.
- > Build strong working relationships across internal and external teams, senior management, customers/ consumers, academics and staff of all levels across the University to enact change in service delivery across the University.

- > Foster change that produces a "customer-first" mentality.
- > Leverage existing improvements to improve the overall customer experience, beyond digital experience and process improvement.
- > Hold responsibility and accountability for driving and co-ordinating multiple customer experience initiatives, leading key transformation projects and establishing strong relationships with functional leaders to deliver initiatives.
- > Develop a measurement and metrics platform to gather and analyse customer feedback, identify pain points, and effectively communicate performance and progress to the organisation.
- > Establish appropriate governance and decision making structures and reporting processes to communicate and report progress of deliverables, assess status, outcomes, risks and interdependencies in a transparent manner.
- > Lead the CSPO and manage team members and develop their skills.
- > Empower staff to create real customer value, create the ANU customer service brand, and show the University how to deliver on it.
- > Use proactive and innovative approaches to solve problems and address barriers to change, working with influence and high level negotiation skills.
- > Oversee the development of an effective communications, engagement and capability development program and skills training plan.
- > Comply with all ANU policies and procedures, and in particular those relating to work health and safety and equal opportunity.

Selection criteria

1.

Postgraduate qualifications with extensive experience in the delivery of customer orientated programs, including industry best practice knowledge of contemporary customer oriented, service delivery practices and processes.

2.

Demonstrated experience in leading large scale customer service orientated change programs to success, on time and within budget, including demonstrated experience in data metrics to measure progress.

3.

Extensive experience within a complex, multi-stakeholder environment, and the demonstrated ability to guide, organise and deliver sustained performance and customer centric cultural change in a complex environment that requires exceptional relationship management and negotiation skills.

4.

Demonstrated experience in complex stakeholder management, including experience in influencing, fostering relationships, innovation and problem solving.

5.

Extensive experience in project and program management disciplines of leading, monitoring, reporting and coordinating a broad ranging program of different work streams to deliver transformational change, while leveraging from existing improvements, to improve the customer experience.

6.

Demonstrated experience in contemporary approaches and methods of change management and stakeholder engagement.

7.

Demonstrated ability to supervise staff and effectively manage resources.

8.

A demonstrated high level of achievement in relation to incorporation of EO principles into strategic planning and the capacity to accept devolved responsibility for achievement of equity and diversity strategies.

Service Improvement Group

The Service Improvement Group (SIG) supports the University's strategic and operational goals through the facilitation of large-scale, enterprise-wide strategic and tactical administrative reform. The SIG was established in 2012 to deliver key strategic projects identified within the Service Improvement Program (SIP) that aimed to enhance ANU services by increasing the efficiency, service experience and effectiveness of ANU systems and procedures.

Since its inception in 2012, the SIG has grown beyond the SIP to encompass four major delivery streams.

Programs and Engagement Office

Programs and Engagement incorporates several key functions of the SIG, including Program Management, Communications, UniForum, University Services Feedback and Secretariat services. This includes benchmarking, internal communications about improvement projects including status updates, workshop and forum delivery, and maintenance of the ANU Project Management Framework.

Intelledox Digital Transformation Centre

The IDTC team is responsible for the design, development, delivery, continuous improvement and support of enterprise-wide, fully-integrated eForm software solutions. Key digital transformations include student evaluation of teaching surveys, travel auto approval, functions on campus, parking infringement waivers, as well as Rapid Improvement Events (RIEs), Agile development and design.

IDTC supports the professional development of students interested in gaining a working knowledge of the IT industry and digital innovation through the IDTC Internship Program.

Project Delivery

The SIG provides assistance to business areas to deliver high quality service improvement projects by employing a customer-led design process. Some of the enterprise-wide, high impact projects that have been or are being delivered by the SIG Project Delivery team include: technical workshops management, workers compensation self-insurance, HDR administrative support services and timetabling improvements.

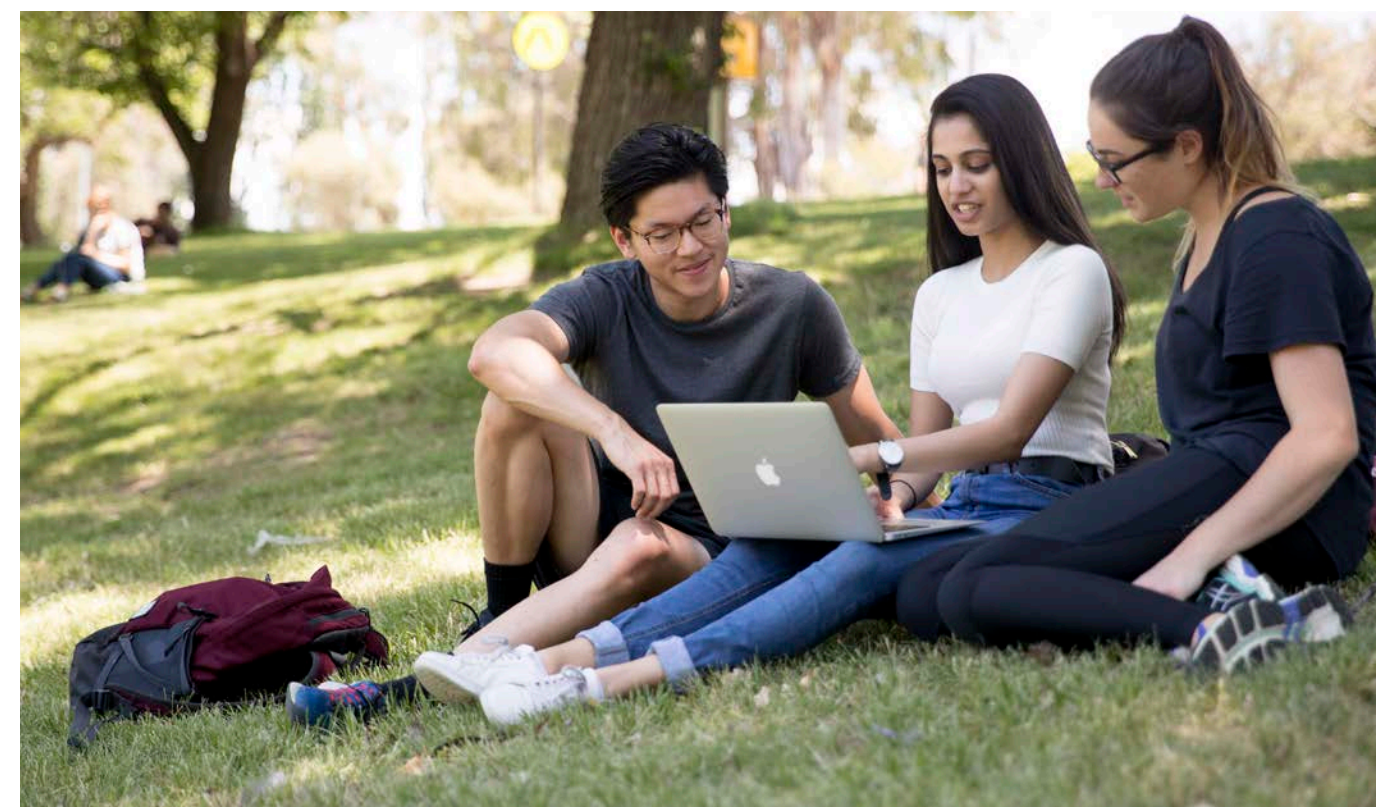
Customer Service Excellence

The SIG aims to promote a strong customer service focus across ANU through its collaboration with service areas and its delivery of the Customer Service Roadmap.

Our work is underscored by a strong customer experience focus which drives each service improvement project. The SIG provides support to, and in collaboration with, business areas across the University to develop and deliver all aspects of a service improvement projects including:

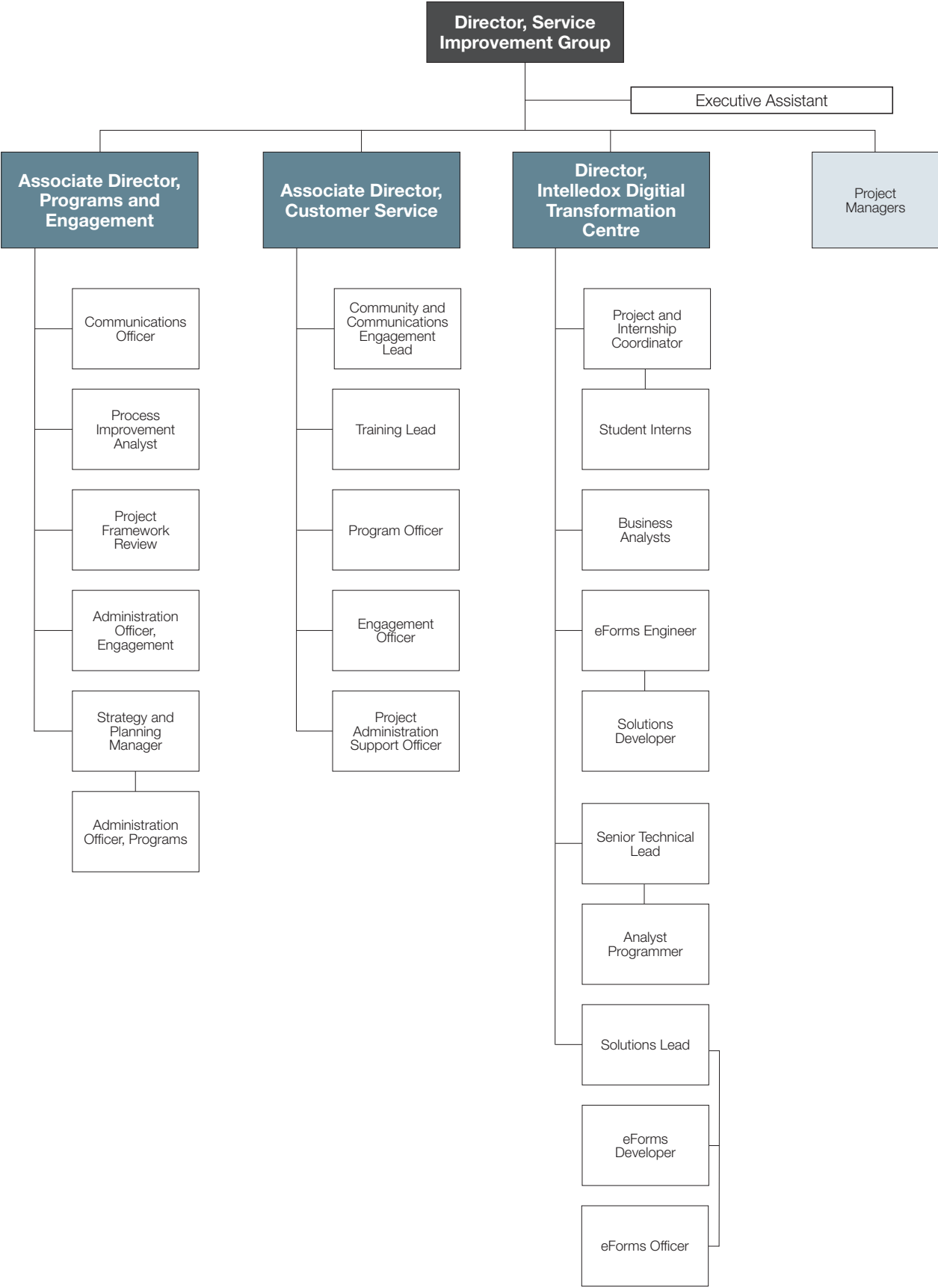
- > Business analysis and process mapping;
- > Design, development, testing and implementation;
- > Stakeholder engagement;
- > Benchmarking; and
- > Continuous service improvement.

» View the Service Improvement Group - [Read it here](#)



Service Improvement Group

Executive Organisational Structure



Our responsibility to Indigenous Australia

As Australia's national university one of our defining roles has been to contribute to the advancement of Australia's Indigenous peoples.

We contribute by graduating Indigenous students, as well as through game-changing research and direct engagement. Delivering on our Unique National Responsibilities with Indigenous communities. We provide an environment for debating the big issues and partnering with Indigenous Australia to advance the status, recognition and lives of Aboriginal and Torres Strait Islander peoples.

Although the proportion of Indigenous students at ANU is high by the standards of some of our peer universities, we remain far from parity with the population at large for undergraduates. The proportion of postgraduate and higher degree students is lower again, as is the proportion of

professional and academic staff. Through targeted activities we will work towards achieving parity with the proportion of Indigenous Australians in the overall population.

Research focused on Indigenous issues is broad in scope and has made a substantial contribution. ANU has strong Indigenous research leaders in a number of disciplines. However, our continued salience requires constant attention to impact, partnership with Indigenous communities and a commitment to novel and multidisciplinary approaches to our work.



Achieving equity

ANU is committed to equity and diversity as fundamental values. Australia has a diverse population and we are committed to providing opportunities and an inclusive and welcoming environment, to those of all backgrounds and identities.

As Australia's National University, we have a responsibility and an obligation to educate students from across Australia who have the capacity to succeed, no matter their background. It is for this reason that we have launched a pioneering program to transform the way we do admissions. We are undertaking an international first to link our admission, scholarship, and accommodation processes so that when we make a student an offer to university, they will at the same time know where they will be living and whether they have a scholarship to support them. We are reserving a place for domestic students in the top 2% of every school in Australia who have the capacity to succeed, ensuring students have access to a world class education no matter the socio-economic status of their school.

Alongside this we are undertaking a major scholarship drive to remove the financial barrier for some of our most capable but most disadvantaged students, whether they be Indigenous, suffering a long term disadvantage, low-SES, or from interstate regional and remote areas. We now have a single application form that allows both excelling and disadvantaged students to access more than 200 scholarship opportunities across campus by answering just four questions. And we are looking at the whole person, requiring all undergraduate applicants to have engaged beyond the classroom to support themselves, their family or their community, to clearly signal the importance of engagement beyond studies to both academic and employment success.

Athena Swan

ANU has committed to the SAGE Pilot of Athena SWAN in Australia. Athena SWAN is an accreditation program that recognises, promotes and rewards excellence in advancing gender equity and diversity. ANU became an inaugural member of the SAGE Pilot project in 2016.

While the focus of the SAGE pilot is on Science, Technology, Engineering, Mathematics, and Medicine (STEMM) disciplines, ANU is also committed to gender equity in the Humanities and Social Science disciplines, as well as in our professional staff.



One of the worlds most liveable cities

The power of surprise

Canberra has the power to surprise, with its abundance of food, wine, art, culture, ideas and innovation. As an evolving city, this element of surprise continues even once you've made Canberra your home, with new developments, events and opportunities constantly emerging to keep life interesting.

About Canberra

Canberra is also a planned city – designed to maximise opportunities for work and play. As our Nation's Capital, big ideas emerge, circulate and grow here, thanks to unique links between leading thinkers in business, government, education and research. Our dynamic economy, highly educated workforce and an innovative business culture provide career and business opportunities unique to Canberra.

Our healthy appetite for outdoor pursuits is enhanced by the natural resources available: from sailing on Lake Burley Griffin, mountain biking at the world class Mount Stromlo facility or heading up to the Snowy Mountains for a day on the slopes. We are also home to most of Australia's major national cultural institutions, with whom the University has a close relationship, and a cultural calendar overflowing with international exhibitions, arts festivals and entertainment.

Where to Live

The architects who designed Canberra, Walter and Marion Burley Griffin, had a master plan to create a series of 'satellite cities' separated by nature reserves and connected with major roads. Today their vision lives on, with Canberra divided into seven distinct regions of residential suburbs, each serviced by a central business district.

The resulting benefits are that commuting times are short. Employment hubs are virtually on your doorstep and recreational facilities are within walking distance, regardless of where you live.

Find information on each district and the suburbs contained within them through the ['Explore Canberra' map](#).

Education and Childcare

Canberra nurtures the pursuit of dreams from the ground up. Here families are provided with the supportive services, facilities and environments to raise happy, inspired and resilient children. Community is crucial for the support of families and Canberra has a number of ways to connect families with each other through playgroups, family events and activities.

Find out more about Canberra's excellent childcare, preschool and school system [here](#).

Canberra has the lowest commuting times of all Australia's major cities

More than 25% of Canberra residents were born overseas

The region is known for four distinct seasons, enjoying 246 days of clear, crisp sunshine



Further information about Canberra visit canberra.com.au

How to apply

The appointment of the Associate Director, Customer Service is being supported by Jim Roy, Director, PageGroup.

To submit an application for this role, please provide the following information in Microsoft Word format:

1. A candidate statement which outlines both your vision for the role and an overview of your experience and skills as it relates to the parameters of the role and selection criteria.

This should be a narrative and no more than five pages.

2. A detailed CV.

3. Three referees including their email and phone contact details.

Referees will only be contacted after prior consultation with the candidate. It is the candidate's responsibility to ensure referees are willing to provide reports when contacted.

4. Your total compensation and its component parts e.g. base, superannuation, vehicle allowance etc.

5. An indication of the earliest date on which you could commence in the position.

For a confidential discussion regarding this role and the application process, please contact:

Jim Roy
Director, PageGroup
E jimroy@michaelpage.com.au
T +61 419 596 959

Anticipated timeframe for the appointment process.

Applications close:
Monday, 22 April 2019
Shortlisting of candidates:
Mid May 2019
Interviews:
Late May 2019,
in Canberra ACT
References and negotiation:
Thereafter interviews.

ANU reserves the right to appoint by invitation.

On behalf of the University and as part of the application and appointment process, candidates may be requested to provide proof of their identity and citizenship and give permission for verification of their tertiary qualifications and a police background check.