

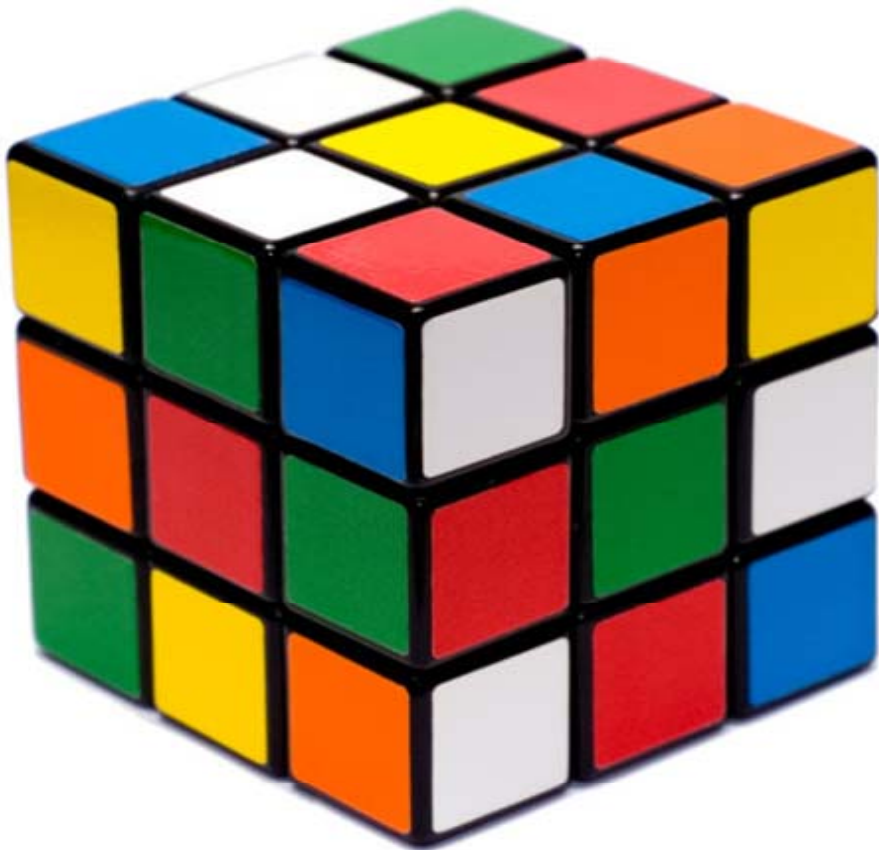
THE RUBIK'S CUBE CHALLENGE

Aligning the colours

Mr Peter Barton

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Introduction



- La Trobe University
 - Established in 1967
 - 5 Campuses with a metropolitan hub
 - 29,664 students
 - Budget 500 million
 - 2857 Staff (inc casuals)
- Rubik™
 - Invented in 1974
 - 380 million cubes have sold worldwide

Aim of the Change Program

reduce staffing ratio to 50.50 (currently 55.45);
reduce expenditure by increasing administrative efficiencies and realising associated savings;
establish a service culture which is guided by shared values and norms which foster effective and efficient administrative support; and
improve the quality of service delivery by developing and implementing innovation and “effective practice” in all areas of service

Principles guiding the change

- use “effective practice” and benchmarking;
- develop flexible and adaptable structures;
- embed a strong culture of service in all areas;
- ensure high standard of service delivery;
- facilitate appropriate delegation of authority;
- establish ongoing reviews (processes, systems and performance);
- increase student enrolments;
- ensure higher rates of student retention/success;

Principles guiding the change

The student portfolio....

decentralised functions/centralised co-ordination;

staffing levels - 269 EFT, costing \$21.5 million
(\$19.2 M Continuing staff, \$2.3M casual);

administer 29,664 students across 5 domestic
campuses, and several international locations;

most services are duplicated across campuses;

Academic Services Office, Student Support
Services, Union Services, Faculty related student
administration services

The student services review....

review commenced in December 2009, part of a three year transformation program;

charged with transforming the way services are delivered to students to be more attractive, student centred , with the aim of increasing revenue;

examined administration from the time of enrolment to graduation, the support services offered and the extra-curricular services provided

Communicating – essentials.. & limits

Principles of Communication

- honesty & transparency
- accuracy & clarity
- timeliness
- interaction & responsiveness
- multiple modes of communication

Communicating – How we did it.

all staff and student emails;

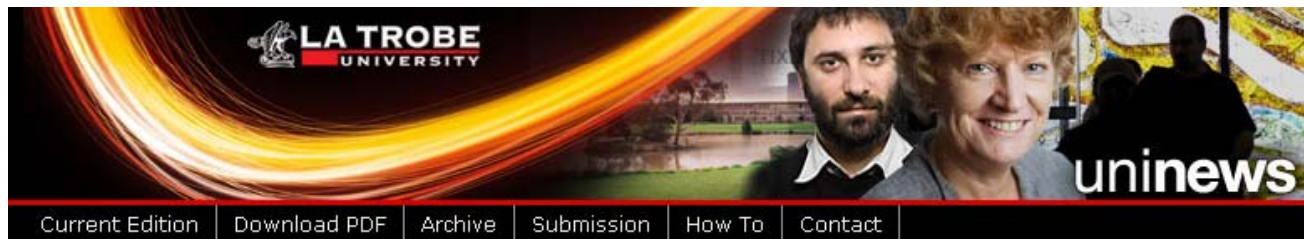
specific reference groups;

all staff meetings – taking the message out to staff;

web site/dedicated Sharepoint site;

questions and answers;

webcast panel discussion;



Online University Newspaper

Projects > Student Services Review

Student Services Review site

Student Administration and Student Services Review

Announcements

There are currently no active announcements. To add a new announcement, click "Add new announcement" below.

▣ Add new announcement

Shared Documents

Type	Name	Modified By
Appendices		Joe Looker
Archived Documents		Peter Barton
Review Briefing Paper V2.16		Peter Barton
Review Briefing Paper Appendices V 2 16		Joe Looker
Q and A June Roadshows - all campuses		Joe Looker

▣ Add new document

Dedicated Sharepoint site



Findings

53% satisfied, 47% room for improvement,
higher costs at La Trobe;
no single oversight of the student portfolio;
no clear delineation between operations
and governance;
deficiencies in administrative processes;
processes are inefficient/environmentally

Findings

access to services is inequitable/ inadequate
gaps in the level/type of services provided
students want one-stop location for services
improvement needed to systematically
collect student feedback,
need to be service and student centred.
lack of Funding/resources/tools.

There were times



when there was
resistance to change

the challenge
seemed too big

routine was
being broken

“this is the way we
have always done
it – and things
have worked !”

here were changes in leadership

Questions at
this point

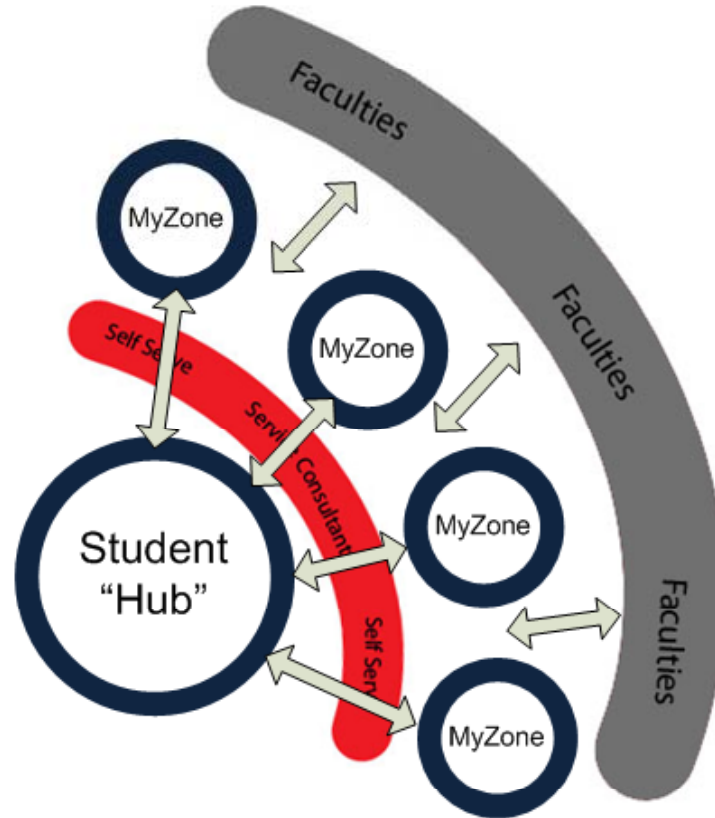
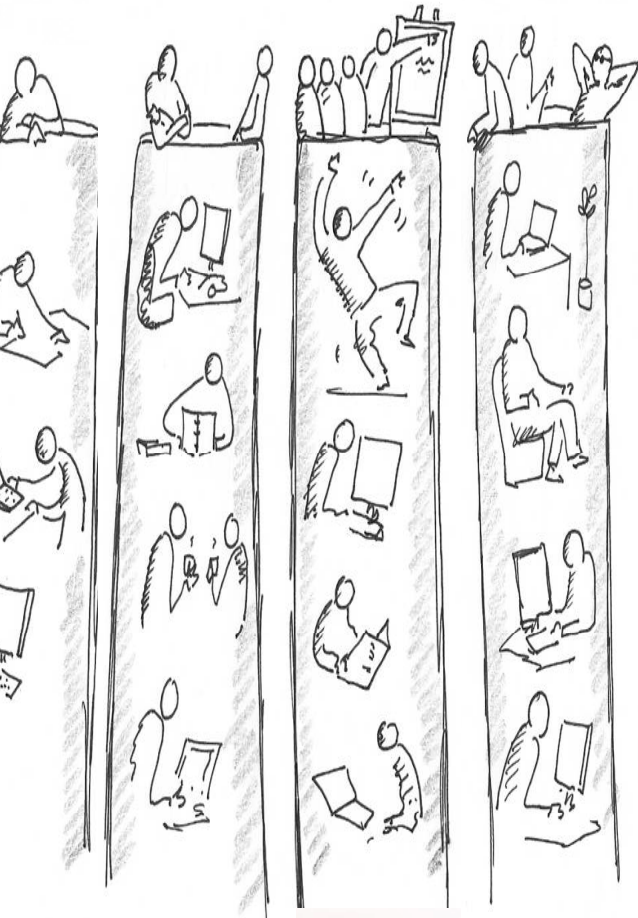


However the direction was approved..

University is to move to a consolidated shared services model to deliver student-related functions

adopt a single process philosophy for student administrative practices.

The journey for La Trobe..



Defining the Shared Service Model

Components defined by the organisation

First stage of the implementation plan – to have a shared understanding

How is Shared Services different across campus - is it different ?

Round table discussions with professional and academic staff

Defining the Shared Service Model

I see it as bringing some of the transactional activity together.” (Professional staff member)

“Subset of existing business functions are concentrated into a new semi autonomous business unit that has a structure that promotes efficiencies, improved service and cost savings for clients.” (Bergeron, 2003)

Centralizing the student related activities into a single area.” (Academic staff member)

“The provision of standard service to

The shared services model..

reduction in operating costs and staffing levels while improving quality and efficiency;

focus on core competencies to increase efficiency and productivity i.e. doing more with less;

leverage on systems and resources;

Shared Services Centre operate as a single entity;

The shared services model..

customer/process orientated;

high degree of specialization and quality standards;

consolidating common transactions into the service consultants who deal with more than one business unit to leverage on economies of scale;

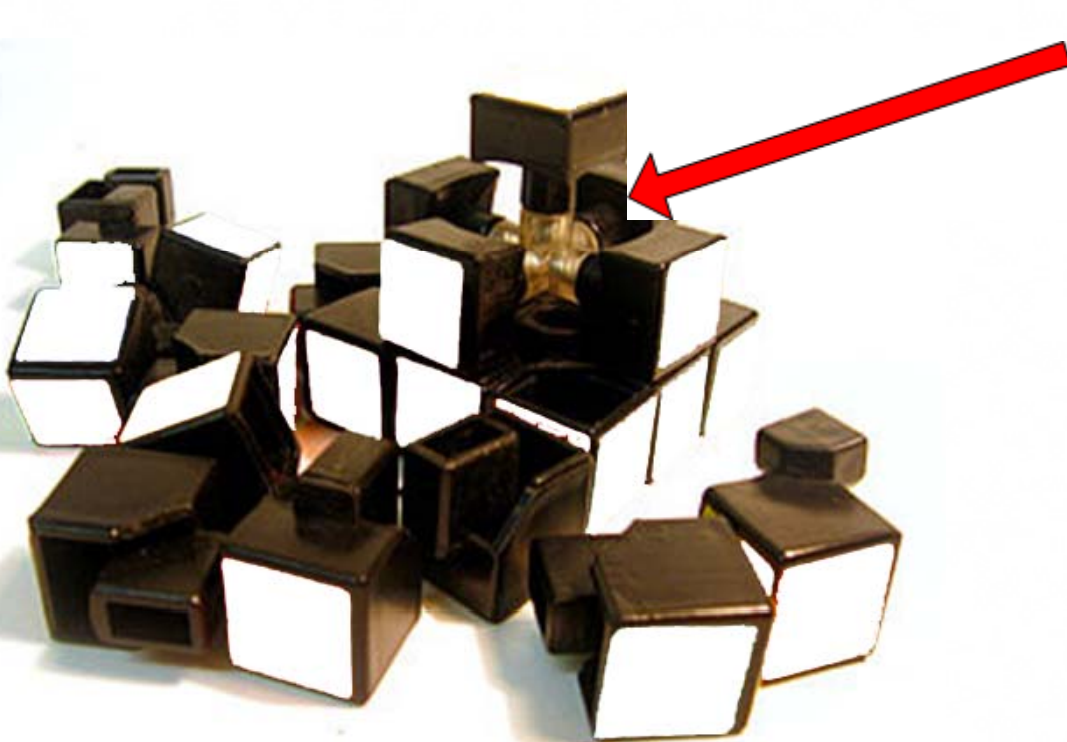
The shared services model..

separation of governance activities from
deliver of service;

proactive continuous improvement;

increase strategic value.

Challenging the organisational core



Be careful not to weaken the core.

There will be times when you want to pull it apart and take off the colours, just to achieve an quick outcome.

Lessons learnt....

communicate and talk openly about the change, discuss the impacts;

share the vision and engage with Senior Management;

don't do things quickly - with this portfolio the "Big Bang" approach is not the answer;

"be careful of Change Fatigue" – loss of enthusiasm, disappointment and

Lessons learnt.....

many Universities are facing similar challenges – you are not alone...

network and share idea;

use the grapevine to understand issues that are emerging;

be proactive and engage with the Unions – you will share similar objectives;

develop and agree on service standards;

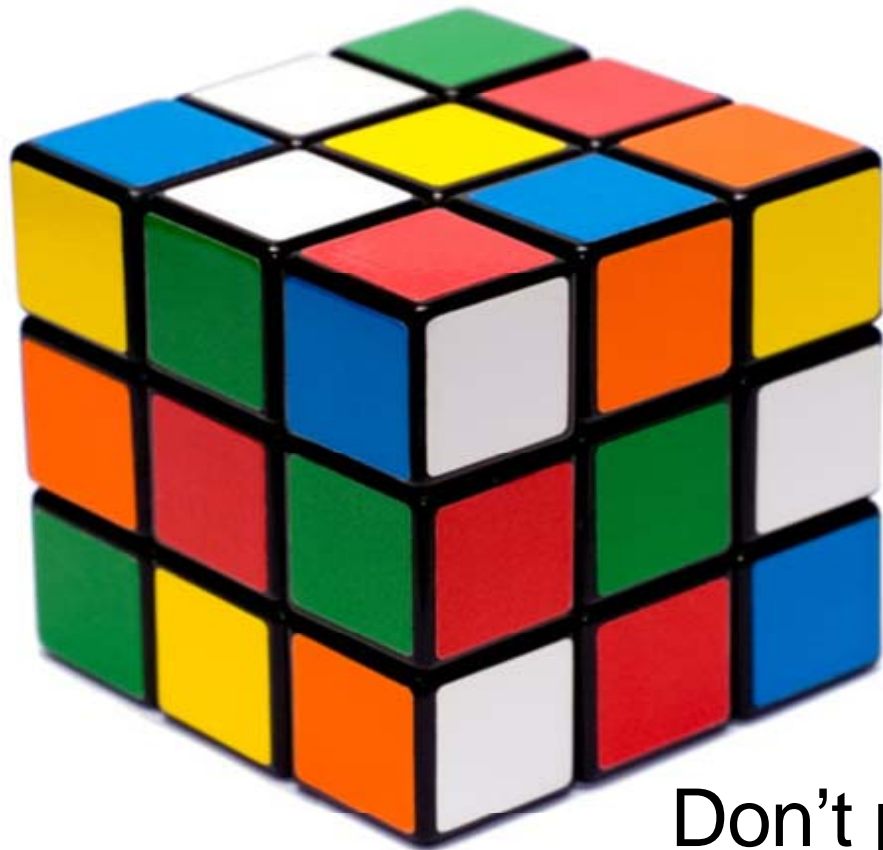
Lessons learnt.....

start with process redesign and improvement
and have this inform organisational structure
cultural change within an entrenched
process deficient organisation is challenging
and difficult

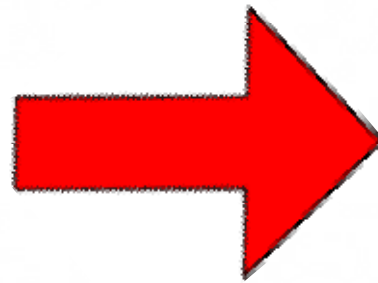
ensure there are adequate resources for
your change

staff are your largest asset

Finally...



..when the
colours seem all
over the place ...

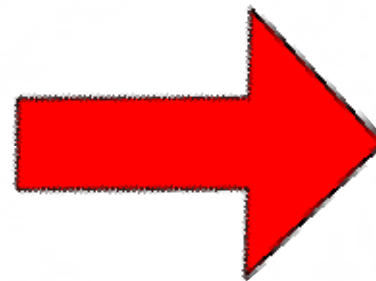


Don't panic if what you
start with may seem

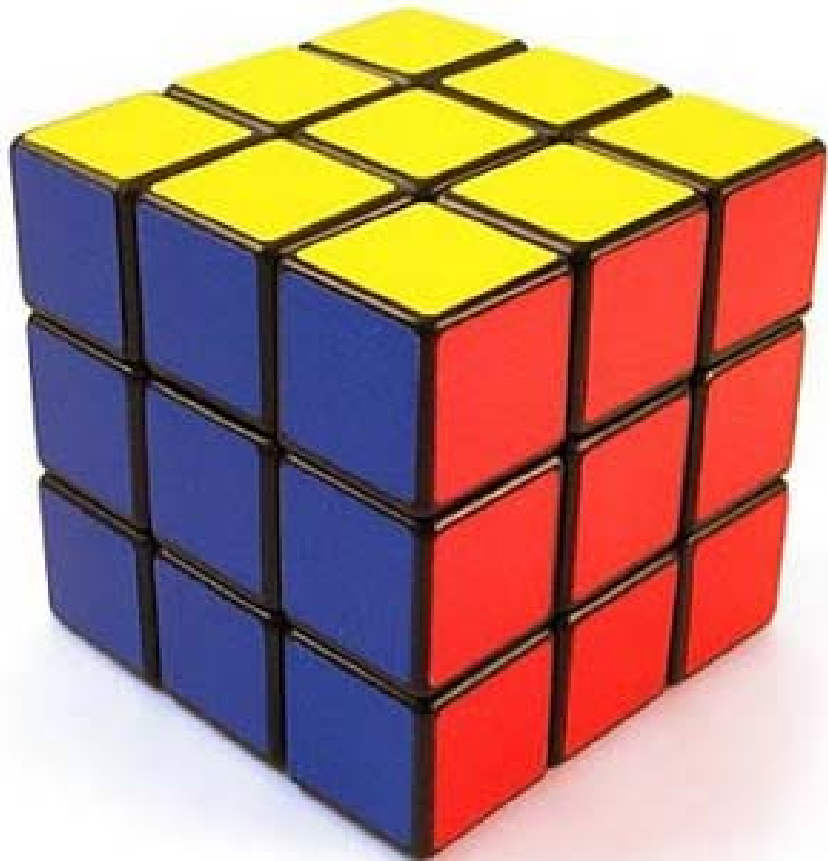
because...



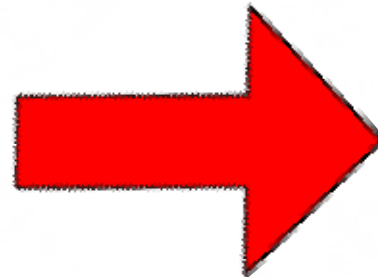
..there will be times
when you just want
to pull it apart
quickly to achieve
the end result



however



..with the right turns
of the change puzzle,
you will eventually
align the colours and
achieve the desired
result,



and



..over time your
organisation may
evolve into
something new !

Thank you

www.latrobe.edu.au/change

Mr Peter Barton

Project Director, Office of the Vice Chancellor