

# The Goal is Service Excellence

Enterprise Service Models and  
Business Partnering for Success



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## Enterprise Service Models and Business Partnership for Success

### Summary

1. Business Transformation at QUT
2. Observations from Division, small Faculty and big Faculty perspectives
3. Experience and impacts
4. Challenges and successes
5. Tips for success

**2017 – 2019**

**OBJECTIVE**

Success and long term sustainability

**Intended Outcomes:**

- Enterprise-wide model of service delivery
- Service leads own service delivery, systems and processes
- Centralised structures
- Staff embedded back into the business units

# General Observations

- Structure first approach
- Initially, no overarching governance
- Rolling program of change with overlapping change projects
- Impact varied across QUT
- Impact for releasing areas not acknowledged or understood
- Conflation of industrial and transformation elements



## Functions

- Corporate Services – HR, Finance, IT, HSE, Data & Analysis
- L&T – HiQ enquiries, L&T and Student Services teams in Faculties, Student Success Group
- Research Services

Experience	Big Faculty – SEF (Science & Engineering Faculty)
Impacts and Challenges	<ul style="list-style-type: none"> <li>• Loss of 40 (25%) staff and 5 teams from Faculty to Central divisions</li> <li>• Partner is the new Manager</li> <li>• Duck ‘n weave strategy</li> </ul> <ul style="list-style-type: none"> <li>• No explicit and shared understanding of Partner role and deployment of Partners</li> <li>• Cultural fit of partners</li> <li>• Time taken to negotiate service delivery, especially during implementation and transition phases</li> <li>• Difference between Division priorities and Faculty priorities</li> <li>• Impact for and perseverance of colleagues still in the Faculty</li> <li>• Gaps in service during transition</li> <li>• Faceless service and dehumanised communications</li> </ul>

Experience	Small Faculty - Law
Impacts and Challenges	<ul style="list-style-type: none"> <li>• Loss of 11 (33%) staff from Faculty to Central</li> <li>• Disruptive to BAU</li> <li>• Hybrid roles continued</li> <li>• Faculty Team needed to be partially rebuilt</li> </ul> <ul style="list-style-type: none"> <li>• No explicit and shared understanding of Partner role and deployment of Partners</li> <li>• Cultural fit of partners</li> <li>• Time taken to negotiate service delivery, especially during implementation and transition phases</li> <li>• Difference between Divisions priorities and Faculty priorities</li> <li>• Impact for and perseverance of colleagues still in the Faculty</li> <li>• Gaps in service during transition</li> <li>• Faceless service and dehumanised communications</li> </ul>


	Division - Finance Operations
Experience	<ul style="list-style-type: none"> <li>• Growth from 30 to 75 staff</li> <li>• 15 different cultures and skill sets into 1 team</li> <li>• Different expectations of staff</li> <li>• Clarity of roles and responsibilities</li> <li>• Creating new identify for Fin Ops</li> <li>• Increased scope of function</li> </ul>
Impacts and Challenges	<ul style="list-style-type: none"> <li>• Absorbing repeated and sometimes concurrent change projects</li> <li>• Poor planning for all three phases of change – restructure, <b>transition</b>, embedded</li> <li>• Different transformation approach by each Division</li> <li>• Keeping the lights on / BAU at the same time as business improvement</li> <li>• Doing more with less</li> </ul>



# What's next?

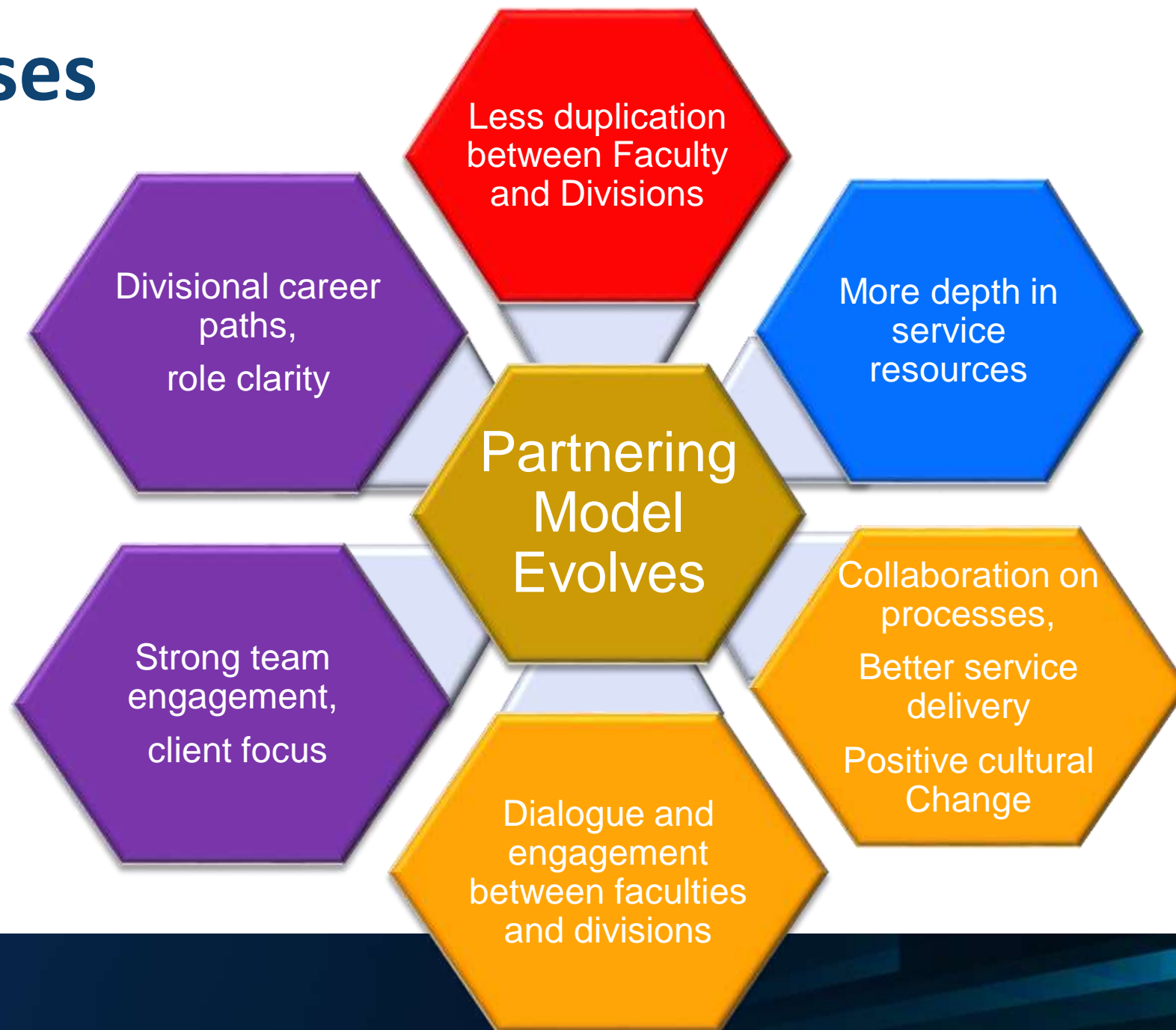


*The EBPI project is working with stakeholders across QUT to improve key business processes. The new 'Business Process Centre' will better enable the design, execution, management and optimisation of business processes*

- Early stage of change
- BPI Office and moving towards standardised processes
- More automation and system upgrades e.g. HCM, finance in the cloud
- Taking Partnership to the next level
- Building better shared understanding of business and service needs
- Business improvement  BAU



# Successes



# Some tips for Successful Partnering

1. Growth Mindset – embrace the centre led approach
2. Be inclusive, collaborative and communicate a lot!
3. Support during change and transition processes
4. Reward enterprise outcomes as well as behaviours

# Questions?