Australian National University

ANU Service Performance Framework

Helping to deliver a coherent experience

October 2020

What are Service Principles

Service principles are a powerful tool to help areas within ANU design and deliver a coherent end-user experience.

Service principles:

- keep the University focused on what truly matters to end-users
- set business priorities and increase efficiency
- areas to deliver a coherent and consistent experience
- the University create a shared language that carries a strong customer voice.

Service principles provide a foundation to enable services to be simple, consistent, efficient and provide a value adding experience for end-users. They help ensure that a service meets or surpasses experience expectations as well as provides value for money and compliance with policy whilst empowering staff.

What does a good ANU service experience look like?

The ANU Vision for a good service experience has been workshopped broadly within the ANU community in 2020. Achieving the ANU Mission must be supported by an exceptional experience. The ANU Vision for this experience is outlined below in Figure 1.
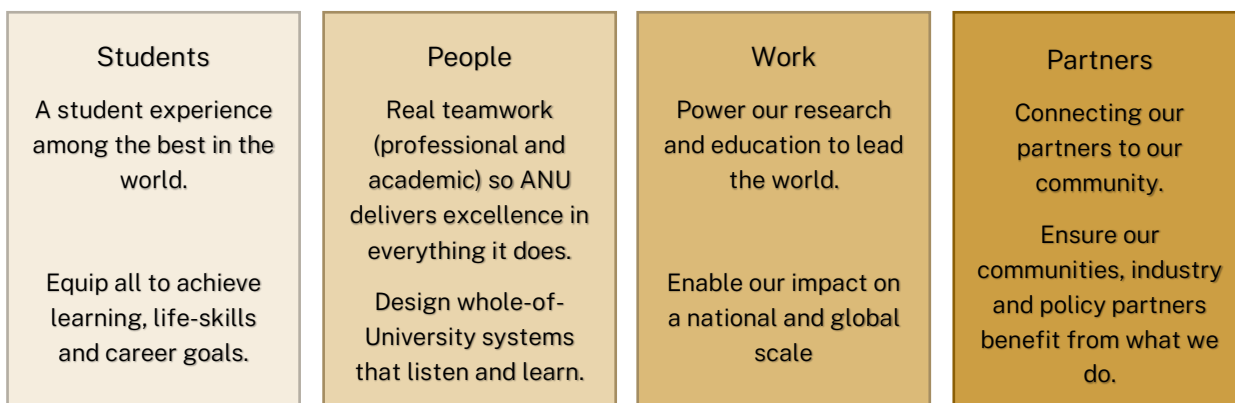
Students	People	Work	Partners
A student experience among the best in the world.	Real teamwork (professional and academic) so ANU delivers excellence in everything it does.	Power our research and education to lead the world.	Connecting our partners to our community.
Equip all to achieve learning, life-skills and career goals.	Design whole-of-University systems that listen and learn.	Enable our impact on a national and global scale	Ensure our communities, industry and policy partners benefit from what we do.

Figure 1 - The ANU Vision for world-class experience.

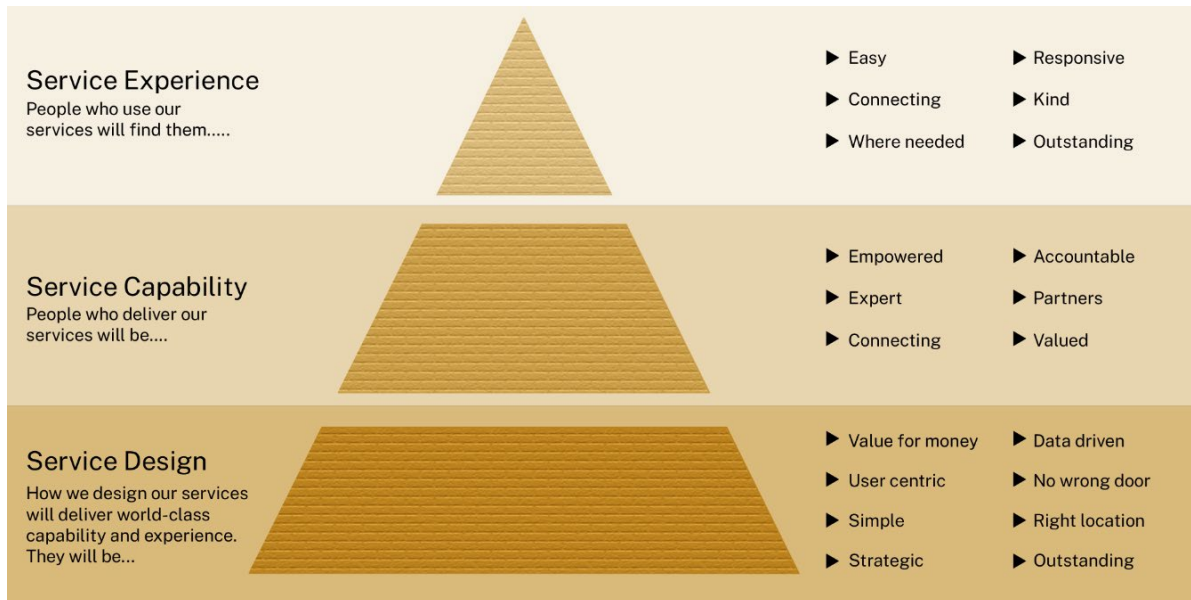Below are some examples in the context of University administrative activity.

What are our ANU Service Principles and how can they help enable our ANU Vision for service experience?

Service Performance Principles2 articulate standards in three key areas:

Service Experience	The experience for people who use our services.
Service Capability	The behaviours of people who deliver our services.
Service Design	How we can design our services to deliver world-class capability and experience.

Below (Figure 2) is a summary of our Service Principles. The tip is the end-user experience, which is the most visible. Underneath it lies service capabilities and design.

These service principles offer are standards to aim for and step towards. Not all will be achievable now, or are relevant for every service, or every service change. The aim is to make explicit what is expected and wanted, set a direction for change, and ensure service decision making is strategic, accountable and transparent.

Service Experience
People who use our services will find them.....

▶ Easy   ▶ Responsive
▶ Connecting   ▶ Kind
▶ Where needed   ▶ Outstanding

Service Capability
People who deliver our services will be....

▶ Empowered   ▶ Accountable
▶ Expert   ▶ Partners
▶ Connecting   ▶ Valued

Service Design
How we design our services will deliver world-class capability and experience. They will be...

▶ Value for money   ▶ Data driven
▶ User centric   ▶ No wrong door
▶ Simple   ▶ Right location
▶ Strategic   ▶ Outstanding

Service performance principles as a standard for ANU

Service Experience - People who use our services will find them:

Connecting	Connected to what they need, seamlessly (no repetition, only ask once, no wrong door, across campus)
Outstanding	A consistent, excellent, high quality experience. All services must support high performance
Easy	Easy to access, easy to understand, easy to use. Quick. Intuitive. Value everyone's time and keep the process as simple as possible. Real efficiency.
Responsive	Both agile and stable, able to continually evolve in an accelerating environment.
Kind	Collaborative, responsive and considerate no matter how easy or hard. For everyone.
Where needed	Proximity to end-user set by complexity, specificity and value-add. Some services are best invisible. Others must be close-at-hand.

Service Capability - People who deliver our services will be:

| Empowered	Tailored and agile when needed, authorised to respond to complex needs, equipped with resources to do so
Accountable	Data-driven decision makers who evaluate and learn. Clear lines of accountability

Expert	Invested in, growing their knowledge and skills to deliver on excellence
Partners	Working in partnership to solve problems with empathy. Listening, asking and meeting needs. Co-designing and delivering services collaboratively
Connecting	Conduits to a whole-of-University system (internally and externally)
Valued	Given respect. Expecting respect. Valued and valuable.

Service Design - How we design our services will deliver world-class capability and experience. They will be:

Value for money	Delivering excellence considering both quality and cost. Evidence based return on investment
User centric	Co-designed to meet the end user needs and enable constant feedback and improvement
Simple	Fast, easy and enjoyable. No duplication. No repeats
Outstanding	Excellence fuelled by agility from innovation, continuous learning, data integrity and expertise. Creativity is core business
No wrong door	Integrating our people, processes, systems, data and services. Always collaborative. Access from any point, arrives where needs are met
Strategic	Each service has clear lines of governance, leadership and accountability to support strategy

How can I apply this thinking when designing services?

Start with the three steps in the Service Improvement Analysis Framework:
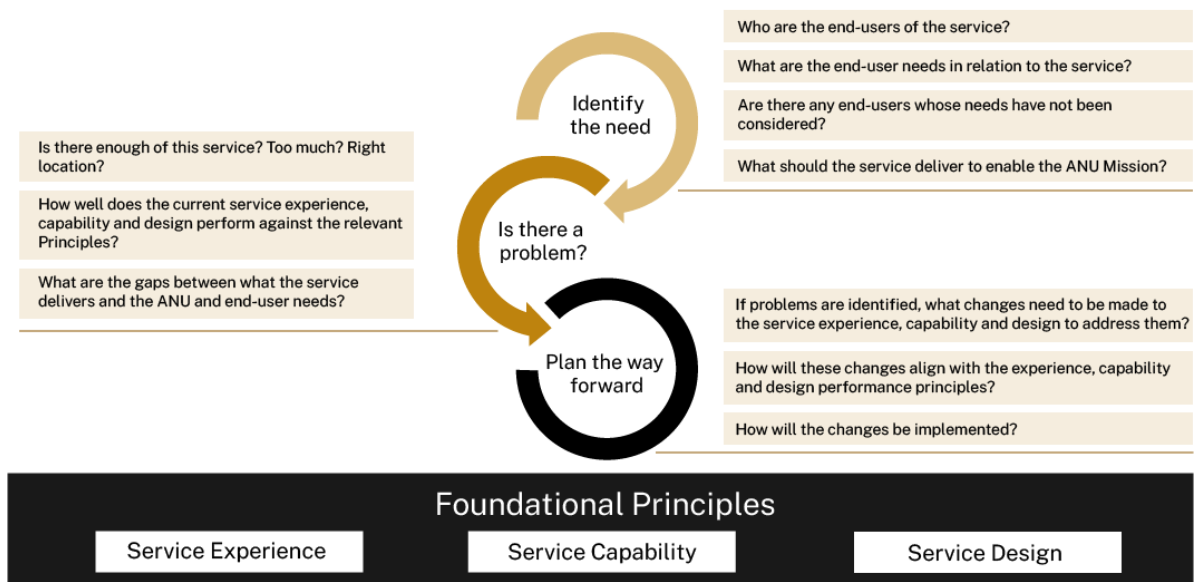
While working through these steps, keep the following strategies in mind:

Empathise	Put yourself in the place of the consumer, find out what they need and want, listen to what they tell you.

Define	Discover exactly what it is that a service needs to provide to all stakeholders. Challenge assumptions and work with facts.
Brainstorm	Gather the stakeholders, start with a blank page, encourage discussion and innovation, document all of the ideas on how a service can be delivered.
Design	Take all of the information from the previous steps and design the simplest service that meets consumer needs, adds value and respects the ANU's service design principals.
Test	Test the design with scenarios and revisit any or all of the steps as issues are encountered, communicate with stakeholders - they will be your best evaluators.

And finally some questions that should be asked before any development or modification to services or process are undertaken:

- Is there a similar or duplicated service elsewhere in the ANU?
- How will the service support and enhance other services?

Additional Resources

Also refer to the following artefacts and guides in the Service Improvement and Redesign Toolkit;

- Removing Waste from our Work
- Improving our processes

For further assistance or advice, or for help with process automation / process redesign opportunities in your area, please contact Planning & Service Performance