



Australian
National
University

Administrative Services Survey 2013 Preliminary Survey Results

Office of the Vice Chancellor

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Document Approval

Approved by:



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Chris Grange, Executive Director (Administration and Planning)

Date:

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1. Introduction

The University's strategic plan [ANU by 2020](#) identified 'Effective Organisation' as a key building block for success and stated 'Effective organisations need efficient organisational structures and clear policies and procedures to underpin their activities'.

Over the last two years, various activities have provided high level evidence for the need to improve administrative efficiency and effectiveness. These activities have included the [Staff Survey \(2011\)](#), [administrative reviews \(2012-2013\)](#), the Deloitte review (2012) and the UniForum Benchmarking exercise (2011). The recently released [Budget Package](#) also raises issues of process change, workload management, job redesign, redeployment and teamwork.

In May 2013, the Executive Director (Administration and Planning) commissioned the Administrative Services Survey, with the support of Planning and Statistical Services, to assist in identifying the full range of user satisfaction across Administrative Services. This survey aims to complement other administrative surveys and reviews (as outlined above) by providing a more detailed comparative analysis.

The survey results will be used to inform and prioritise service improvement activities including: identifying improvement opportunities, improving future performance and ultimately provide high quality, targeted services to administration users. It is intended that the survey will run annually to review improvements across administrative functions.

2. Purpose

This report is a preliminary analysis of the 2013 Administrative Services Survey results.

3. Objectives

The Administrative Services Survey aims to identify the extent of satisfaction across the University and provide comparative data, across all the non-academic services, to:

- Identify service improvement opportunities
- Provide data to inform decision making
- Prioritise projects and activities
- Review improvements annually.

4. Approach

Consultation

The survey was developed with input from the following members of staff:

- Executive Director (Administration and Planning)
- Director, Finance & Business Services and CFO
- Director, Human Resources
- Director, Facilities & Services
- Director, Information Technology Services and CIO
- Director, Planning & Statistical Services
- University Librarian and CSIO
- Director, Research Services
- Registrar, Student Administration
- Registrar, Student Services
- Director, Residential and Campus Communities
- Director, Alumni Relations and Philanthropy
- Director, Strategic Communications and Public Affairs
- Director, Marketing
- Director, Service Improvement Group.

Design

The main survey questions assessed the importance of, and satisfaction with, 139 specific administrative processes.

Four further questions were asked for each major administrative organisational unit:

1. Customer service (timeliness, responsiveness, quality of service, understanding of your business)
2. Staff cooperation and teamwork (helpful, consultative in their approach, inter division collaboration)
3. Staff knowledge and problem solving initiatives
4. Overall divisional performance.

A further free text section allowed respondents to provide specific qualitative feedback at the end of each function's section.

At the end of the survey three further qualitative questions allowed staff to provide subjective responses to the following questions:

1. What is one thing you believed ANU Administration has done best this year?
2. What is one thing you would like ANU Administration to improve next year?
3. Additional comments.

Distribution

The online survey was open for a period of two weeks. Staff received an initial email from the Executive Director (Administration and Planning) inviting them to participate in the survey and advising staff they would receive an individual email from the Survey Manager with the link to complete the survey.

A reminder email was sent to those who had not completed the survey after the three days. Another reminder was sent to the remaining at the midpoint of the survey period. A final reminder was sent on the day before the survey closed.

Survey administration and data management

Planning and Statistical Services provided the survey administration support. The online tool used for this survey was Survey Monkey. The complete data set is held by Planning and Statistical Services.

5. Scope

The scope of the survey included the following administrative areas and activities:

- Finance and Business Services
- Human Resources
- Facilities Management
- Information Technology Services
- Library Services
- Planning and Statistical Services
- Governance, Risk and Legal
- Research Services
- International Operations and Student Recruitment
- Student Administration
- Student Services
- Marketing Office
- Strategic Communications and Public Affairs
- Alumni Relations and Philanthropy.

6. Audience

The survey target audience was:

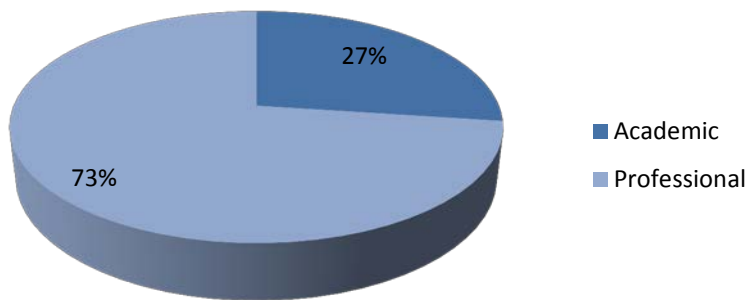
- Senior Executives
- Deans and Directors
- Level E academic staff with management responsibility
- Senior Manager (SM level).

7. Response rates

The survey was distributed to 583 identified managerial staff and 379 partial or complete responses were received, equating to a 65% response rate.

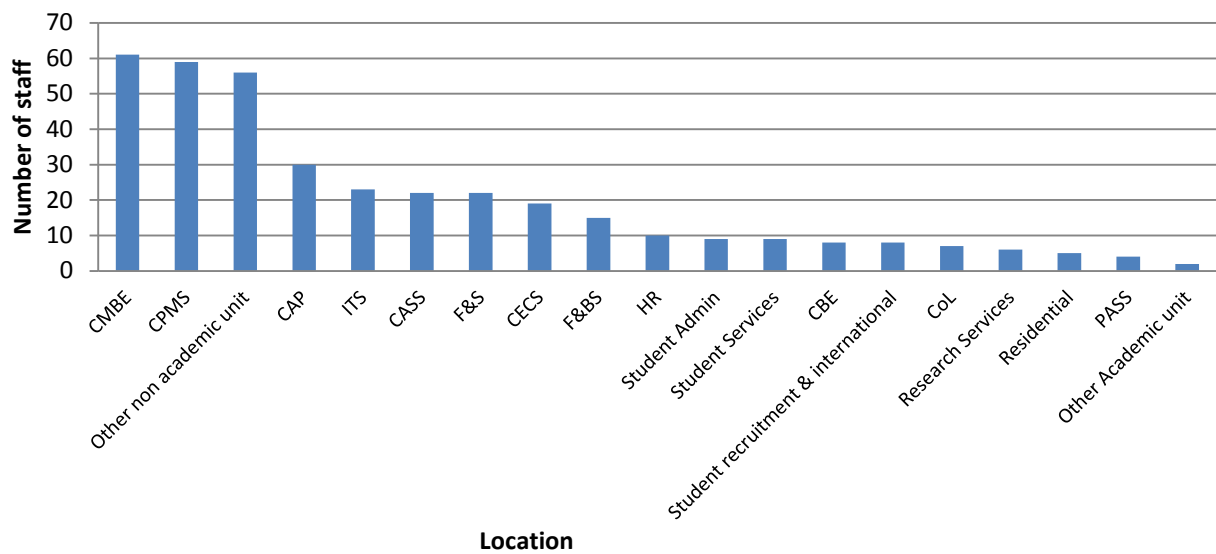
Of the respondents, 73% self-identified as a professional staff member.

Figure 1: Self-identified employment category



Responses were received from 208 staff (55%) that identified a college as their primary location. This leaves 45% of responses being from managerial staff in service divisions and other central areas.

Figure 2: Self-identified primary location



8. Preliminary data

Importance of administrative activities

Respondents were asked to assess the importance of 139 administrative activities. A detailed listing of all activities and mean scores is provided in [Appendix A](#). Tables 1 and 2 identify the top and bottom mean scores in relation to importance of administrative activities.

Table 1: Top 10 in Importance

	Activity	Importance Score
1	Recruitment of HDR students	4.61
2	Organising and co-ordination of enrolment processes	4.60
3	Online resources (eg e-journals, databases, e-books) to meet research and teaching needs	4.57
4	Recruitment of domestic students	4.55
5	Quality and standard of support to secure competitive research grants	4.54
6	Strategic, corporate and operational planning	4.53
7	Budgeting processes	4.53
8	Access to research resources (print and online)	4.51
9	Management of the ANU public website	4.51
10	Recruitment of international students	4.47

Table 2: Bottom 10 in Importance

	Activity	Importance Score
130	Management of corporate credit cards	3.82
131	Environmental management of the campus	3.80
132	Quality and standard of grounds and landscape	3.77
133	Support and management of learning communities on campus	3.75
134	Mail distribution services	3.74
135	Parking management	3.61
136	Management of commercial facilities eg. Llewellyn Hall	3.51
137	ANU e-press	3.50
138	Management of motor vehicle fleet	3.40
139	Printery services	3.35

Satisfaction with administrative activities

Respondents were asked to assess the importance of 139 administrative activities. A detailed listing of all mean scores is provided in [Appendix A](#). Tables 3 and 4 identify the top and bottom mean scores in relation to satisfaction with administrative activities.

Table 3: Top 10 in Satisfaction

	Activity	Satisfaction Score
1	Online resources (eg e-journals, databases, e-books) to meet research and teaching needs	4.27
2	Quality and standard of grounds and landscape	4.20
3	Access to research resources (print and online)	4.10
4	Organising and co-ordination of graduations	4.08
5	Inter library loan services	3.94
6	Payroll Services	3.91
7	Quality and standard of student equity services	3.78
8	Special Collections, Reserves and Archives	3.76
9	Support for student welfare and wellbeing	3.75
10	ANU e-press	3.69

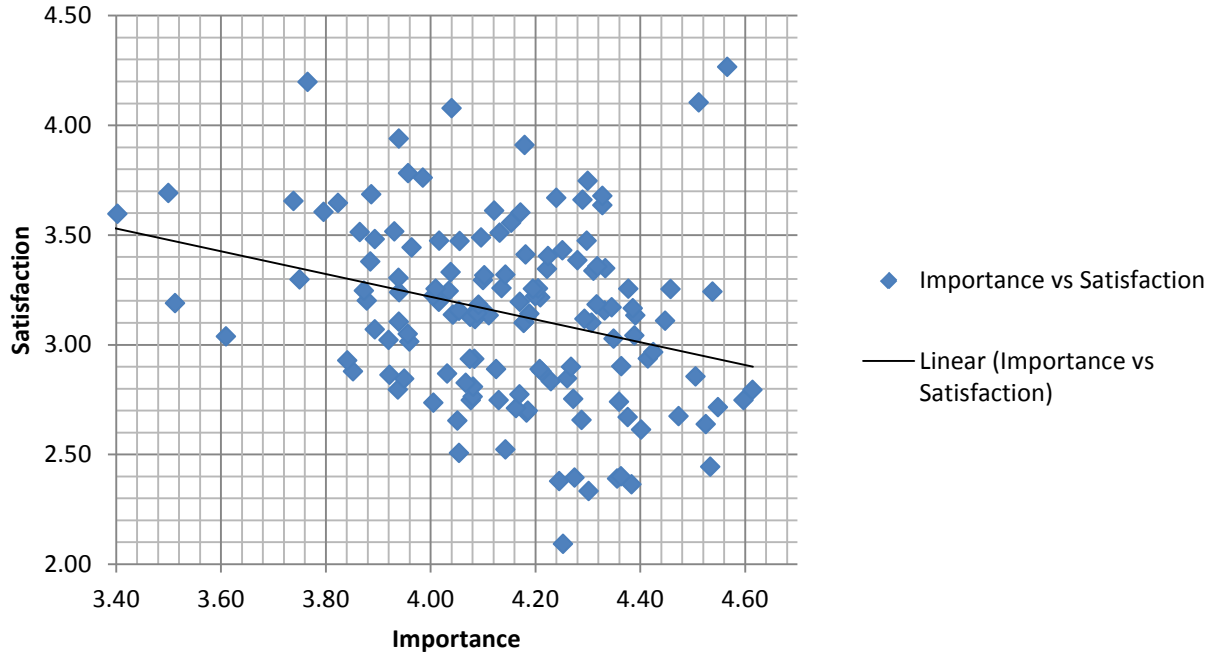
Table 4: Bottom 10 in Satisfaction

		Satisfaction Score
130	Space utilisation and planning	2.52
131	Workforce planning	2.51
132	Strategic, corporate and operational planning	2.44
133	Monitoring of data quality	2.40
134	Quality and standard of the Delegations Framework	2.39
135	Management information and reporting of KPI data for Operational Plans	2.39
136	Usability of university web management tools and publication controls	2.38
137	Support and development of enterprise systems	2.36
138	Management information and reporting from the data warehouse (iMIS)	2.33
139	Market research and analysis	2.09

Gap analysis: importance and satisfaction with administrative activities

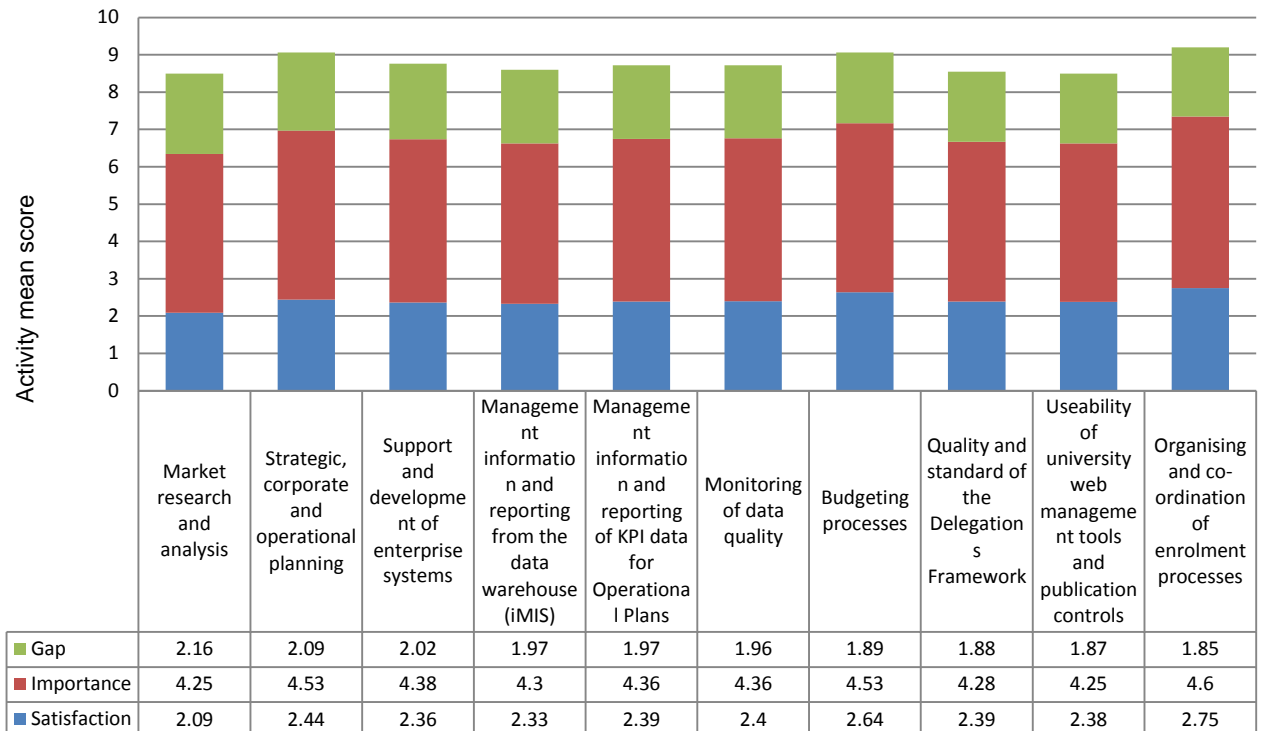
When the relationship between importance and satisfaction is mapped, the line of best fit shows satisfaction decreasing when importance is increasing. Broadly, this is indicative of a failure to allocate resources to more important administrative activities.

Importance vs Satisfaction



Responses on importance and satisfaction were compared to identify where the gap was largest based on the mean score for each activity – see [Appendix B](#) for detailed listing. Figure 4 highlights the top 10 administrative activities with the largest gap between importance and satisfaction.

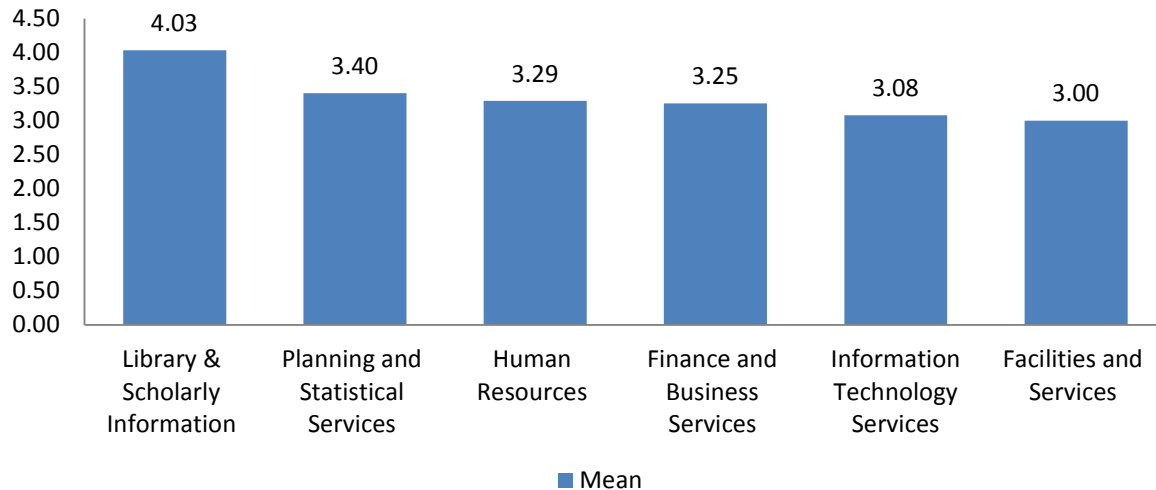
Figure 4: Top 10 administrative activities with the largest gap between importance and satisfaction



Satisfaction with service areas

Respondents were also asked about their satisfaction with each of the major service areas – see [Appendix C](#) for detailed listing. Figure 5 provides the mean satisfaction scores for service areas.

Figure 5: satisfaction with service areas



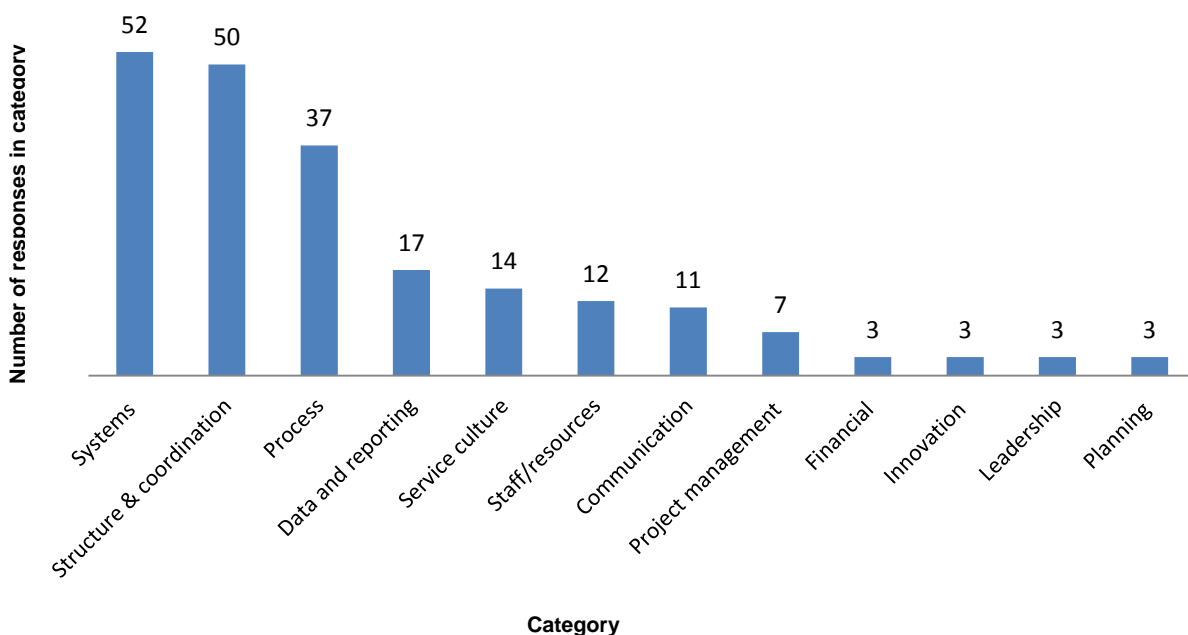
Free text commentary

Four survey questions had free text commentary responses. When asked about the best things the Administrative areas have done in the past 12 months – four key themes emerged:

1. The handling of the budget solutions process
2. An improved willingness to accept there are problems
3. Wide and varied proposals to change administrative processes
4. The SIG initiative.

Another question assists with identifying improvement opportunities: *What is the one thing you would like ANU Administration to improve next year?* 212 free text commentary responses were received and have been categorised and summarised in Figure 6. 25% of the commentary related to systems and 24% related to structure and coordination of administrative services.

Figure 6: Suggested improvement areas by category



9. Preliminary findings

- 87% of listed activities in the area of Libraries had a high satisfaction / high importance rating.
- However, 82% of all activities have a high importance / low satisfaction rating.
- External Engagement (in particular student recruitment) activities, are a significant component of the top 10 activities rated as important.
- The area of Management Information is a significant component of the bottom 10 in satisfaction, with activity themes relating to strategic planning, data management and quality. These themes also appear in the top 10 activities with the largest gap between importance and satisfaction.
- 25% of the free text commentary for administration improvements related to systems and 24% related to structure and coordination of administrative services.

10. Key survey learnings

- Feedback was consistent that the survey was too long and took more than 20 minutes to complete.
- Staff found it challenging to not be able to distinguish between Central, College and School level administration.
- The amount of free text responses should be reviewed.

11. Recommended next steps

1. Preliminary report to be presented at the Senior Management Team Retreat, Senior Administrators Retreat and to the Service Division Directors/ College General Managers meetings.
2. Comparison of the high importance / low satisfaction activities against current service improvement program to identify what is currently being addressed and to identify gaps.

APPENDIX A – Satisfaction and importance scores

Item importance means

Item	Importance Score
1 Recruitment of HDR students	4.61
2 Organising and co-ordination of enrolment processes	4.60
3 Online resources (eg e-journals, databases, e-books) to meet research and teaching needs	4.57
4 Recruitment of domestic students	4.55
5 Quality and standard of support to secure competitive research grants	4.54
6 Strategic, corporate and operational planning	4.53
7 Budgeting processes	4.53
8 Access to research resources (print and online)	4.51
9 Management of the ANU public website	4.51
10 Recruitment of international students	4.47
11 Advice and support to local staff for the support of students presenting with a mental health issue	4.46
12 Administration of higher degree research students	4.45
13 Information and reporting for student data including UAC data, load, enrolments and completions	4.43
14 Quality and standard of philanthropic opportunity and relationship development	4.42
15 Quality and standard of fundraising activity and coordination	4.40
16 Staff recruitment and selection	4.39
17 Management of IT infrastructure and network	4.39
18 Advice and support for the negotiation of research funding agreements	4.39
19 Support and development of enterprise systems	4.38
20 Provision of appropriate accommodation options and advice to students	4.38
21 Organising and co-ordination of admissions processes	4.38
22 Financial reporting	4.36
23 Monitoring of data quality	4.36
24 Organising and management of the timetable	4.36
25 Management information and reporting of KPI data for Operational Plans	4.36
26 Quality and security of storage options provided for active research data	4.35
27 Quality and standard of HDR student communication and engagement in training activities	4.35
28 Support for the induction and retention of new residential students to ANU	4.33
29 Advice on HR Policy, Procedures and Enterprise Agreement	4.33
30 Access and availability of student counselling services	4.33
31 Quality and standard of legal services and support	4.33
32 Advice and support to local staff for the support of students with disability	4.32
33 Support and development of staff and student email	4.32
34 Quality and standard of support for the Excellence in Research for Australia exercise	4.31
35 ANU IT Service Desk	4.31
36 Management information and reporting from the data warehouse (iMIS)	4.30
37 Support for student welfare and wellbeing	4.30
38 Administration of coursework students	4.30
39 Information and advice on policies, procedures, codes, rules and legislation relating to student learning, teaching and management matters	4.29
40 Support for the academic progress of students	4.29

41	Management of major IT projects (Email migration, StudyAt replacement, UniDoc)	4.29
42	Workplace Health & Safety	4.28
43	Quality and standard of the Delegations Framework	4.28
44	Performance management	4.27
45	Management of major works refurbishments (>\$200K and <\$20M)	4.27
46	Quality of ANU advertising and marketing materials	4.26
47	Market research and analysis	4.25
48	Management of security controls and security tools for IT security and access	4.25
49	Useability of university web management tools and publication controls	4.25
50	Advice and support with ethics and the professional conduct of research	4.24
51	Support for internationalisation activities and strategies	4.23
52	Escalated student issues - misconduct	4.22
53	Escalated student Issues - critical incidents and medical leave rules	4.22
54	Student systems management and support	4.21
55	Management of major building projects (>\$20M)	4.21
56	Operation of financial systems	4.21
57	Administration and reporting of course and teacher evaluations	4.21
58	Management of Teaching and Learning Commons	4.20
59	Administration and reporting of student and graduate surveys	4.20
60	Administration of student scholarships	4.19
61	Management of service improvement initiatives	4.19
62	Quality and standard of the Policy Framework	4.18
63	International student compliance coordination	4.18
64	Payroll Services	4.18
65	Employee relations matters	4.18
66	Quality and standard of Alumni relations, maintaining connection and communication	4.18
67	Examination arrangements (timetabling, coordination, invigilation)	4.17
68	Maintenance and access to student records	4.17
69	Change management support	4.17
70	Quality, standard and availability of support in the generation of management data on research	4.16
71	Quality and efficiency of the central applications hub for all residential communities	4.15
72	Administration of program management processes	4.14
73	Space utilisation and planning	4.14
74	Administration of student fees	4.14
75	Quality and standard of academic skills training and development for students	4.13
76	Management of Internal Communications	4.13
77	Quality and accessibility of wireless networks	4.13
78	Management of electronic repository (Digital collection)	4.12
79	Administration of course management processes	4.11
80	Support for media coverage and announcements	4.10
81	Academic promotions and probation	4.10
82	Campus security services and systems including building access	4.10
83	Quality and standard of HDR supervisor training	4.09
84	Administration of student exchanges and other mobility programs	4.09
85	Quality and standard of cleaning of laboratories and teaching spaces	4.08
86	Purchasing and tendering	4.08
87	Quality and standard of support for commercialisation activities	4.08
88	Support services of external ANU websites and staff intranets	4.08
89	ANU branding and image management	4.08

90	Management of University investments and endowments	4.08
91	Quality and standard of building maintenance	4.08
92	Organisation of and coordination of international initiatives and partnerships	4.07
93	Management of telecommunications services	4.06
94	Workforce planning	4.05
95	Quality and standard of content in strategic communication materials	4.05
96	Management of minor works projects and refurbishments (<\$200K)	4.05
97	Risk management services (including fraud, BCP & risk assessment workshops & training)	4.04
98	Organising and co-ordination of graduations	4.04
99	Management of accounts payable	4.04
100	Support for appeals and grievance processes	4.04
101	Records management including file development, compliance, electronic records and records disposal	4.03
102	Organising and co-ordination of orientation and transition	4.02
103	Quality and standard of the Internal Audit Program, including audit recommendation follow-up	4.02
104	Quality and accessibility of the server, individual and group share file management options (eg. pebble drive, Alliance site)	4.01
105	Management of accounts receivable	4.01
106	Financial systems training and support	4.01
107	Special Collections, Reserves and Archives	3.99
108	Training and development programs for staff	3.96
109	Management of software licencing and installation	3.96
110	Quality and standard of student equity services	3.96
111	Advice on communication strategies	3.96
112	Management of IT procurement	3.95
113	Provision of workforce data include leave liabilities, probation and contract end dates	3.94
114	Quality and standard of cleaning of offices, toilets and amenities	3.94
115	Inter library loan services	3.94
116	Support provided for the Council and University committees	3.94
117	Management of external suppliers	3.94
118	Management of insurance matters	3.93
119	Advice and support for ANU publication, video and advertising materials	3.92
120	Advice and support to students about the transition to the work force	3.92
121	Staff Equity and Diversity	3.89
122	Online HR Services	3.89
123	Library study spaces, facilities and ambiance	3.89
124	Support for VIP visits and events	3.89
125	Management of innovative spaces and information commons	3.88
126	Administration of prizes and awards	3.87
127	Support and development of virtual collegiate communities (Griffin Hall and Fenner Hall extension)	3.86
128	Travel administration	3.85
129	Risk advisory services (engagement in major projects and initiatives, and management initiated reviews of business processes)	3.84
130	Management of corporate credit cards	3.82
131	Environmental management of the campus	3.80
132	Quality and standard of grounds and landscape	3.77
133	Support and management of learning communities on campus	3.75
134	Mail distribution services	3.74

135	Parking management	3.61
136	Management of commercial facilities eg. Llewellyn Hall	3.51
137	ANU e-press	3.50
138	Management of motor vehicle fleet	3.40
139	Printery services	3.35

2013 Administrative Services Survey:
Item satisfaction means

	Item	Satisfaction Score
1	Online resources (eg e-journals, databases, e-books) to meet research and teaching needs	4.27
2	Quality and standard of grounds and landscape	4.20
3	Access to research resources (print and online)	4.10
4	Organising and co-ordination of graduations	4.08
5	Inter library loan services	3.94
6	Payroll Services	3.91
7	Quality and standard of student equity services	3.78
8	Special Collections, Reserves and Archives	3.76
9	Support for student welfare and wellbeing	3.75
10	ANU e-press	3.69
11	Library study spaces, facilities and ambiance	3.69
12	Printery services	3.68
13	Quality and standard of legal services and support	3.68
14	Advice and support with ethics and the professional conduct of research	3.67
15	Support for the academic progress of students	3.66
16	Mail distribution services	3.66
17	Management of corporate credit cards	3.65
18	Access and availability of student counselling services	3.64
19	Management of electronic repository (Digital collection)	3.61
20	Environmental management of the campus	3.61
21	Examination arrangements (timetabling, coordination, invigilation)	3.60
22	Management of motor vehicle fleet	3.60
23	Quality and efficiency of the central applications hub for all residential communities	3.56
24	Management of insurance matters	3.52
25	Support and development of virtual collegiate communities (Griffin Hall and Fenner Hall extension)	3.51
26	Quality and standard of academic skills training and development for students	3.51
27	Campus security services and systems including building access	3.49
28	Staff Equity and Diversity	3.48
29	Administration of coursework students	3.47
30	Organising and co-ordination of orientation and transition	3.47
31	Management of telecommunications services	3.47
32	Training and development programs for staff	3.44
33	Management of security controls and security tools for IT security and access	3.43
34	International student compliance coordination	3.41
35	Escalated student issues - misconduct	3.40
36	Workplace Health & Safety	3.39
37	Support for VIP visits and events	3.38
38	Advice and support to local staff for the support of students with disability	3.36
39	Support for the induction and retention of new residential students to ANU	3.35
40	Escalated student Issues - critical incidents and medical leave rules	3.35
41	Quality and standard of support for the Excellence in Research for Australia exercise	3.34
42	Management of accounts payable	3.33
43	Administration of program management processes	3.32

44	Support for media coverage and announcements	3.32
45	Support provided for the Council and University committees	3.31
46	Support and management of learning communities on campus	3.30
47	Academic promotions and probation	3.29
48	Administration of student fees	3.26
49	Administration and reporting of course and teacher evaluations	3.26
50	Administration and reporting of student and graduate surveys	3.26
51	Provision of appropriate accommodation options and advice to students	3.25
52	Quality and accessibility of the server, individual and group share file management options (eg. pebble drive, Alliance site)	3.25
53	Advice and support to local staff for the support of students presenting with a mental health issue	3.25
54	Administration of prizes and awards	3.25
55	Support for appeals and grievance processes	3.25
56	Quality and standard of support to secure competitive research grants	3.24
57	Provision of workforce data include leave liabilities, probation and contract end dates	3.24
58	Management of accounts receivable	3.22
59	Management of Teaching and Learning Commons	3.22
60	Management of major building projects (>\$20M)	3.22
61	Management of innovative spaces and information commons	3.20
62	Quality and standard of the Internal Audit Program, including audit recommendation follow-up	3.20
63	Maintenance and access to student records	3.20
64	Management of commercial facilities eg. Llewellyn Hall	3.19
65	Support and development of staff and student email	3.18
66	Quality and standard of HDR supervisor training	3.18
67	Quality and standard of HDR student communication and engagement in training activities	3.17
68	Advice and support for the negotiation of research funding agreements	3.17
69	Advice on HR Policy, Procedures and Enterprise Agreement	3.16
70	Quality and standard of content in strategic communication materials	3.15
71	Administration of student exchanges and other mobility programs	3.14
72	Administration of student scholarships	3.14
73	Risk management services (including fraud, BCP & risk assessment workshops & training)	3.14
74	Administration of course management processes	3.13
75	Staff recruitment and selection	3.13
76	Management of University investments and endowments	3.13
77	Information and advice on policies, procedures, codes, rules and legislation relating to student learning, teaching and management matters	3.12
78	Quality and standard of cleaning of laboratories and teaching spaces	3.12
79	Administration of higher degree research students	3.11
80	Quality and standard of cleaning of offices, toilets and amenities	3.10
81	Employee relations matters	3.10
82	ANU IT Service Desk	3.10
83	Quality and standard of Alumni relations, maintaining connection and communication	3.10
84	Online HR Services	3.07
85	Advice on communication strategies	3.05
86	Management of IT infrastructure and network	3.04
87	Parking management	3.04
88	Quality and security of storage options provided for active research data	3.03

89	Advice and support to students about the transition to the work force	3.02
90	Management of software licencing and installation	3.01
91	Information and reporting for student data including UAC data, load, enrolments and completions	2.97
92	Quality and standard of philanthropic opportunity and relationship development	2.94
93	Quality and standard of building maintenance	2.94
94	Purchasing and tendering	2.94
95	Risk advisory services (engagement in major projects and initiatives, and management initiated reviews of business processes)	2.93
96	Financial reporting	2.90
97	Management of major works refurbishments (>\$200K and <\$20M)	2.90
98	Operation of financial systems	2.89
99	Quality and accessibility of wireless networks	2.89
100	Travel administration	2.88
101	Student systems management and support	2.88
102	Records management including file development, compliance, electronic records and records disposal	2.87
103	Advice and support for ANU publication, video and advertising materials	2.86
104	Management of the ANU public website	2.86
105	Quality of ANU advertising and marketing materials	2.85
106	Management of IT procurement	2.85
107	Support for internationalisation activities and strategies	2.83
108	Organisation of and coordination of international initiatives and partnerships	2.83
109	Quality and standard of support for commercialisation activities	2.81
110	Management of external suppliers	2.80
111	Recruitment of HDR students	2.79
112	Change management support	2.77
113	Support services of external ANU websites and staff intranets	2.76
114	Performance management	2.75
115	Management of Internal Communications	2.75
116	ANU branding and image management	2.75
117	Organising and co-ordination of enrolment processes	2.75
118	Organising and management of the timetable	2.74
119	Financial systems training and support	2.74
120	Recruitment of domestic students	2.72
121	Quality, standard and availability of support in the generation of mgt data on research	2.71
122	Management of service improvement initiatives	2.70
123	Quality and standard of the Policy Framework	2.69
124	Recruitment of international students	2.68
125	Organising and co-ordination of admissions processes	2.67
126	Management of major IT projects (Email migration, StudyAt replacement, UniDoc)	2.66
127	Management of minor works projects and refurbishments (<\$200K)	2.65
128	Budgeting processes	2.64
129	Quality and standard of fundraising activity and coordination	2.61
130	Space utilisation and planning	2.52
131	Workforce planning	2.51
132	Strategic, corporate and operational planning	2.44
133	Monitoring of data quality	2.40
134	Quality and standard of the Delegations Framework	2.39
135	Management information and reporting of KPI data for Operational Plans	2.39

136	Useability of university web management tools and publication controls	2.38
137	Support and development of enterprise systems	2.36
138	Management information and reporting from the data warehouse (iMIS)	2.33
139	Market research and analysis	2.09

APPENDIX B – Gap analysis

2013 Administrative Services Survey Gap Between Importance and Satisfaction

	Importance		Satisfaction		Gap
	Valid responses	Mean	Valid responses	Mean	
Market research and analysis	83	4.25	86	2.09	2.16
Strategic, corporate and operational planning	161	4.53	160	2.44	2.09
Support and development of enterprise systems	193	4.38	198	2.36	2.02
Management information and reporting from the data warehouse (iMIS)	116	4.30	111	2.33	1.97
Management information and reporting of KPI data for Operational Plans	132	4.36	133	2.39	1.97
Monitoring of data quality	110	4.36	110	2.40	1.96
Budgeting processes	259	4.53	265	2.64	1.89
Quality and standard of the Delegations Framework	189	4.28	198	2.39	1.88
Useability of university web management tools and publication controls	114	4.25	116	2.38	1.87
Organising and co-ordination of enrolment processes	82	4.60	83	2.75	1.85
Recruitment of domestic students	113	4.55	116	2.72	1.83
Recruitment of HDR students	109	4.61	117	2.79	1.82
Recruitment of international students	114	4.47	117	2.68	1.80
Quality and standard of fundraising activity and coordination	92	4.40	93	2.61	1.79
Organising and co-ordination of admissions processes	85	4.38	88	2.67	1.71
Management of the ANU public website	164	4.51	173	2.86	1.65
Management of major IT projects (Email migration, StudyAt replacement, UniDoc)	215	4.29	222	2.66	1.63
Organising and management of the timetable	75	4.36	73	2.74	1.62
Space utilisation and planning	189	4.14	193	2.52	1.62
Workforce planning	202	4.05	205	2.51	1.55
Performance management	279	4.27	288	2.75	1.52
Quality and standard of the Policy Framework	169	4.18	181	2.69	1.49
Management of service improvement initiatives	124	4.19	123	2.70	1.49
Quality and standard of philanthropic opportunity and relationship development	106	4.42	111	2.94	1.48
Financial reporting	269	4.36	278	2.90	1.46
Information and reporting for student data including UAC data, load, enrolments and completions	120	4.43	118	2.97	1.46
Quality, standard and availability of support in the generation of management data on research	98	4.16	97	2.71	1.45
Quality of ANU advertising and marketing materials	157	4.26	164	2.85	1.41
Management of minor works projects and refurbishments (<\$200K)	155	4.05	156	2.65	1.40
Support for internationalisation activities and strategies	61	4.23	60	2.83	1.40

Change management support	212	4.17	217	2.77	1.40
Management of Internal Communications	115	4.13	123	2.75	1.38
Management of major works refurbishments (>\$200K and <\$20M)	123	4.27	119	2.90	1.37
Management of IT infrastructure and network	185	4.39	192	3.04	1.35
Administration of higher degree research students	96	4.45	100	3.11	1.34
Student systems management and support	66	4.21	66	2.88	1.33
ANU branding and image management	169	4.08	178	2.75	1.33
Quality and security of storage options provided for active research data	103	4.35	107	3.03	1.32
Operation of financial systems	221	4.21	226	2.89	1.32
Support services of external ANU websites and staff intranets	99	4.08	106	2.76	1.32
Quality and standard of support to secure competitive research grants	143	4.54	140	3.24	1.30
Quality and standard of support for commercialisation activities	86	4.08	84	2.81	1.27
Financial systems training and support	176	4.01	174	2.74	1.27
Staff recruitment and selection	302	4.39	313	3.13	1.26
Organisation of and coordination of international initiatives and partnerships	89	4.07	92	2.83	1.24
Quality and accessibility of wireless networks	255	4.13	262	2.89	1.24
Advice and support for the negotiation of research funding agreements	127	4.39	126	3.17	1.22
ANU IT Service Desk	267	4.31	279	3.10	1.21
Advice and support to local staff for the support of students presenting with a mental health issue	72	4.46	75	3.25	1.21
Information and advice on policies, procedures, codes, rules and legislation relating to student learning, teaching and management matters	85	4.29	85	3.12	1.18
Advice on HR Policy, Procedures and Enterprise Agreement	292	4.33	301	3.16	1.18
Quality and standard of HDR student communication and engagement in training activities	107	4.35	105	3.17	1.17
Records management including file development, compliance, electronic records and records disposal	126	4.03	129	2.87	1.16
Purchasing and tendering	215	4.08	216	2.94	1.15
Management of external suppliers	177	3.94	167	2.80	1.14
Quality and standard of building maintenance	240	4.08	251	2.94	1.14
Support and development of staff and student email	243	4.32	255	3.18	1.13
Provision of appropriate accommodation options and advice to students	53	4.38	51	3.25	1.12
Management of IT procurement	160	3.95	162	2.85	1.10
Quality and standard of Alumni relations, maintaining connection and communication	107	4.18	110	3.10	1.08
Employee relations matters	223	4.18	223	3.10	1.08
Advice and support for ANU publication, video and advertising materials	90	3.92	95	2.86	1.06
Administration of student scholarships	90	4.19	92	3.14	1.05
Management of major building projects (>\$20M)	105	4.21	97	3.22	0.99
Support for the induction and retention of new residential students to ANU	45	4.33	43	3.35	0.98

Management of Teaching and Learning Commons	105	4.20	104	3.22	0.98
Administration of course management processes	54	4.11	52	3.13	0.98
Maintenance and access to student records	82	4.17	82	3.20	0.98
Quality and standard of support for the Excellence in Research for Australia exercise	90	4.31	86	3.34	0.97
Travel administration	244	3.85	249	2.88	0.97
Quality and standard of cleaning of laboratories and teaching spaces	106	4.08	103	3.12	0.97
Advice and support to local staff for the support of students with disability	66	4.32	67	3.36	0.96
Management of University investments and endowments	132	4.08	118	3.13	0.95
Administration and reporting of course and teacher evaluations	78	4.21	70	3.26	0.95
Management of software licencing and installation	200	3.96	212	3.01	0.95
Administration of student exchanges and other mobility programs	67	4.09	69	3.14	0.94
Administration and reporting of student and graduate surveys	92	4.20	86	3.26	0.94
Risk advisory services (engagement in major projects and initiatives, and management initiated reviews of business processes)	101	3.84	99	2.93	0.91
Quality and standard of HDR supervisor training	98	4.09	93	3.18	0.91
Advice on communication strategies	92	3.96	100	3.05	0.91
Risk management services (including fraud, BCP & risk assessment workshops & training)	140	4.04	139	3.14	0.91
Quality and standard of content in strategic communication materials	92	4.05	97	3.15	0.90
Advice and support to students about the transition to the work force	50	3.92	47	3.02	0.90
Workplace Health & Safety	271	4.28	280	3.39	0.89
Administration of student fees	59	4.14	58	3.26	0.88
Escalated student Issues - critical incidents and medical leave rules	54	4.22	52	3.35	0.88
Quality and standard of cleaning of offices, toilets and amenities	283	3.94	296	3.10	0.84
Administration of program management processes	49	4.14	47	3.32	0.82
Administration of coursework students	57	4.30	59	3.47	0.82
Online HR Services	254	3.89	256	3.07	0.82
Quality and standard of the Internal Audit Program, including audit recommendation follow-up	123	4.02	123	3.20	0.82
Escalated student issues - misconduct	58	4.22	57	3.40	0.82
Management of security controls and security tools for IT security and access	171	4.25	174	3.43	0.82
Academic promotions and probation	120	4.10	119	3.29	0.81
Support for appeals and grievance processes	57	4.04	53	3.25	0.79
Support for media coverage and announcements	107	4.10	120	3.32	0.79
Management of accounts receivable	173	4.01	166	3.22	0.78
International student compliance coordination	55	4.18	51	3.41	0.77
Quality and accessibility of the server, individual and group share file management options (eg. pebble drive, Alliance site)	200	4.01	208	3.25	0.76
Management of accounts payable	206	4.04	205	3.33	0.71

Provision of workforce data include leave liabilities, probation and contract end dates	234	3.94	242	3.24	0.70
Access and availability of student counselling services	67	4.33	66	3.64	0.69
Management of innovative spaces and information commons	99	3.88	99	3.20	0.68
Quality and standard of legal services and support	192	4.33	196	3.68	0.65
Support provided for the Council and University committees	98	3.94	95	3.31	0.63
Support for the academic progress of students	62	4.29	65	3.66	0.63
Administration of prizes and awards	71	3.87	73	3.25	0.63
Quality and standard of academic skills training and development for students	53	4.13	49	3.51	0.62
Campus security services and systems including building access	249	4.10	258	3.49	0.61
Quality and efficiency of the central applications hub for all residential communities	39	4.15	36	3.56	0.60
Management of telecommunications services	216	4.06	222	3.47	0.58
Parking management	251	3.61	260	3.04	0.57
Advice and support with ethics and the professional conduct of research	104	4.24	103	3.67	0.57
Examination arrangements (timetabling, coordination, invigilation)	64	4.17	63	3.60	0.57
Support for student welfare and wellbeing	70	4.30	71	3.75	0.55
Organising and co-ordination of orientation and transition	61	4.02	59	3.47	0.54
Training and development programs for staff	278	3.96	286	3.44	0.52
Management of electronic repository (Digital collection)	107	4.12	108	3.61	0.51
Support for VIP visits and events	87	3.89	95	3.38	0.51
Support and management of learning communities on campus	40	3.75	37	3.30	0.45
Management of insurance matters	160	3.93	153	3.52	0.41
Staff Equity and Diversity	217	3.89	222	3.48	0.41
Access to research resources (print and online)	164	4.51	172	4.10	0.41
Support and development of virtual collegiate communities (Griffin Hall and Fenner Hall extension)	37	3.86	35	3.51	0.35
Management of commercial facilities eg. Llewellyn Hall	78	3.51	74	3.19	0.32
Online resources (eg e-journals, databases, e-books) to meet research and teaching needs	166	4.57	173	4.27	0.30
Payroll Services	262	4.18	270	3.91	0.27
Special Collections, Reserves and Archives	70	3.99	67	3.76	0.22
Library study spaces, facilities and ambiance	124	3.89	127	3.69	0.20
Environmental management of the campus	196	3.80	200	3.61	0.19
Management of corporate credit cards	244	3.82	249	3.65	0.18
Quality and standard of student equity services	47	3.96	46	3.78	0.17
Mail distribution services	249	3.74	258	3.66	0.08
Inter library loan services	83	3.94	83	3.94	0.00
Organising and co-ordination of graduations	74	4.04	77	4.08	-0.04
ANU e-press	80	3.50	81	3.69	-0.19
Management of motor vehicle fleet	144	3.40	134	3.60	-0.19
Printery services	181	3.35	169	3.68	-0.33
Quality and standard of grounds and landscape	260	3.77	274	4.20	-0.43

APPENDIX C – Satisfaction with service areas

	Mean	Percentage agreement	Number of responses
Library and Scholarly Information Services overall	4.03	78%	153
Planning and Statistical Services overall	3.40	44%	143
Human Resources overall	3.29	47%	275
Finance and Business Services overall	3.25	48%	254
Information Technology Services	3.08	39%	281
Facilities and Services overall	3.00	38%	254