

RESPONDING TO CHANGING CUSTOMER EXPECTATIONS

Evolution of the Service Delivery Model at UNB
Saint John



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Registrar- UNB Saint John

UNB SAINT JOHN

- Located in Saint John, NB
 - Largest City in New Brunswick (pop. Greater SJ =120,000)
 - Transitioning from an industrial and manufacturing center
- 3,000 Students
 - Mainly Undergraduate
 - Arts, Science and Business
- Student Population
 - 73% of Students from NB
 - 22% International
 - 5% Domestic non-NB

A view of the Saint John harbour.



MY BACKGROUND

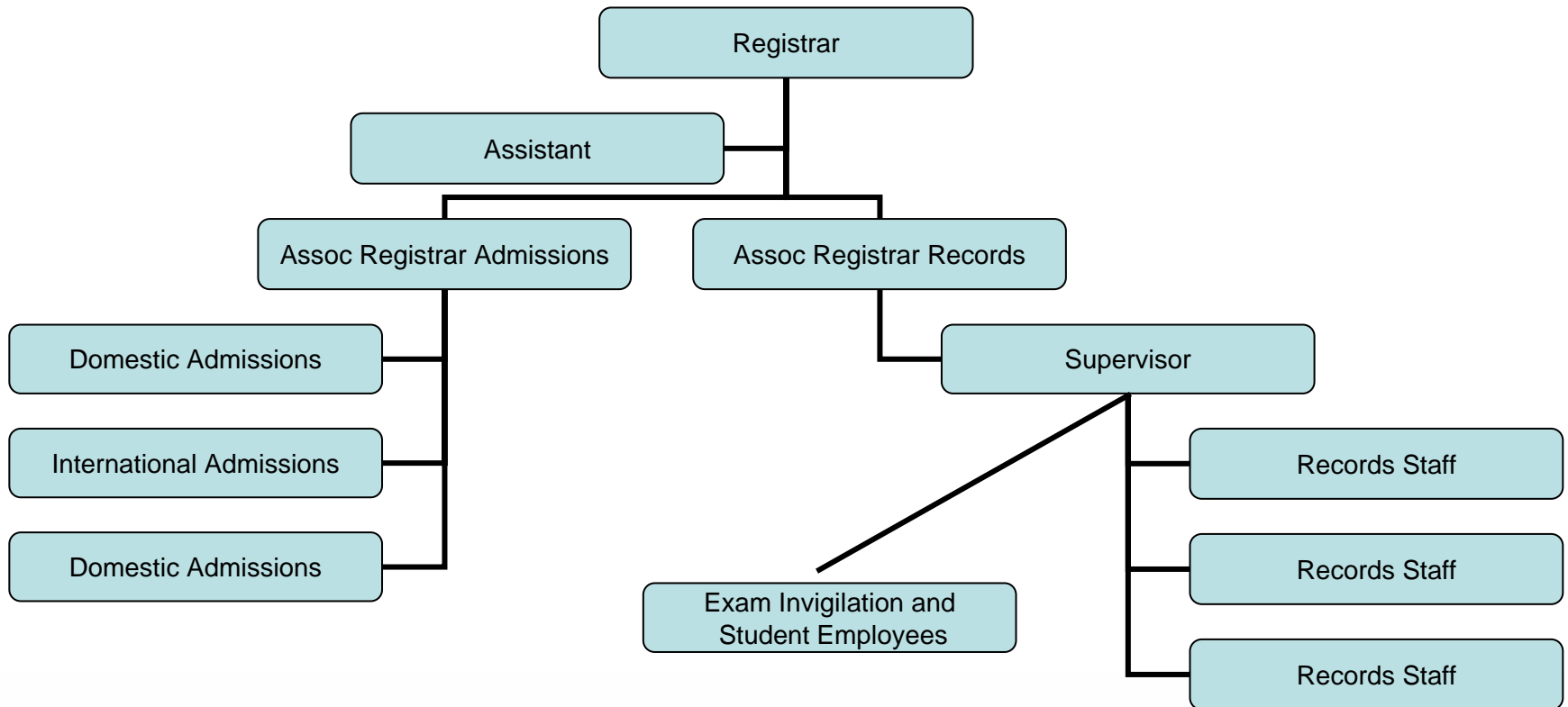
- Industry Experience
 - 20 years in Management and Sr. Management
 - Software Development (Forestry and Health Care)
 - Project Management (Education, SW, Gas Pipeline)
 - IT Outsourcing (Director NA Resource Management)
 - Post Secondary Education (StFX and UNBSJ)
- Education
 - St Francis Xavier (BA BEd)
 - Université de Moncton (MBA in progress)
- Joined UNB Saint John in Summer of 2004

When I Joined the Team

- Registrar's Office

- 1st Full Time Registrar
- External Review of The Department
- Enrolment grew faster than the team for previous 4 years
- Implementation of Datatel Colleague
- Service model and Organizational Structure based on larger campus model
- High degree of specialization in positions
- Little cross training

Original UNBSJ Org Chart 09-2004



Service Model

- Designed to aligned with internal process, not client requirements
- Model strained resources due to specialization
- Multiple Front Line Service



Who is the Client?



Students

- Generational expectation- immediate service
- They pay money for a service = They are a client
- They are the primary user of the service
 - Admissions
 - Program Progression
 - Major Declaration
 - Degree Audit
 - Convocation
 - Administrative items- letters, transcripts, address changes etc
- Some services needed arm's length treatment
 - Eg: appeals or degree audits

Strategic Goals

- Improve the Service Model
 - Single Point of Contact
 - Increase resolution on first contact
 - Traceability and accountability



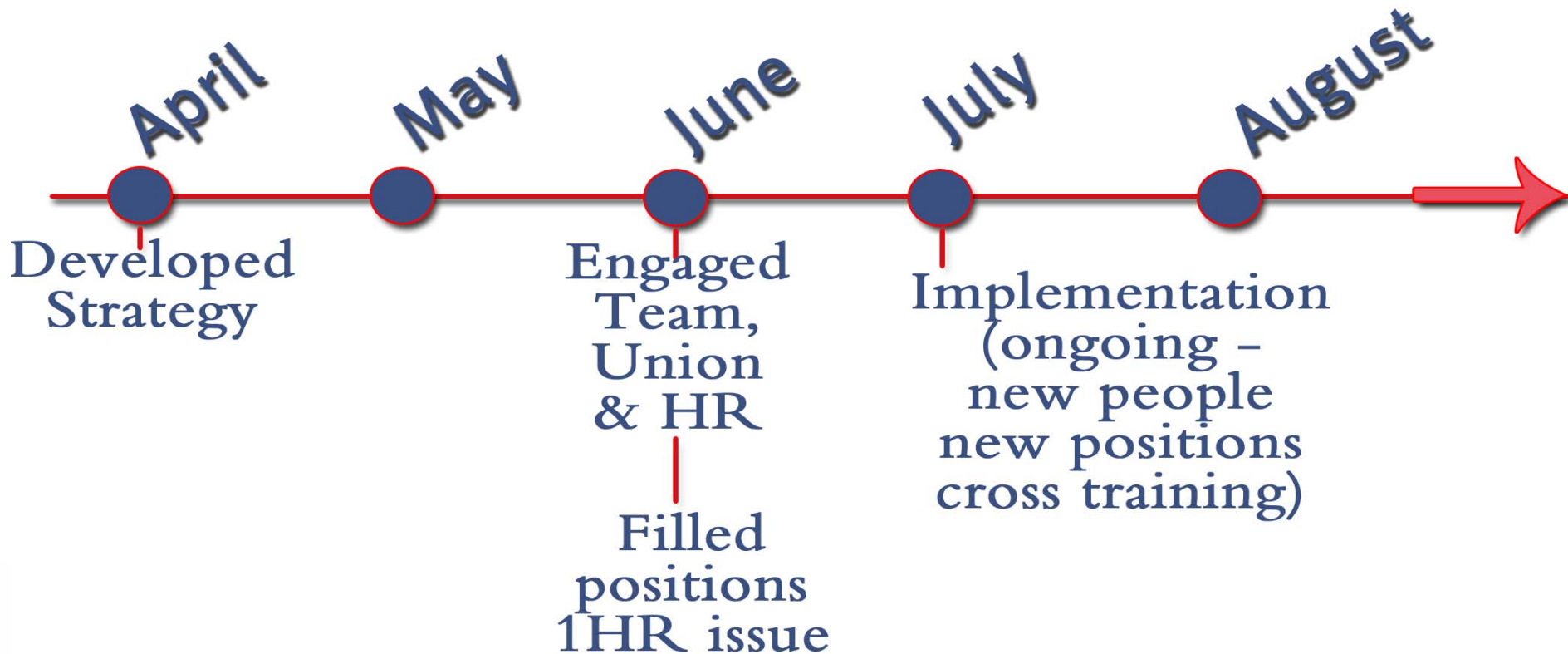
Strategic Goals

•Professionalize the Operation

- Complete reorganization to align the operation structure with the service model
- Complete review of position descriptions and responsibilities to align with the operational structure



Timeline



Strategic Goal: Service Model

3-Tier Model

Concept of 1

Staff respond and resolve requests
(on script)

Subject matter experts (off script)
i.e. unique transfer credit
requests, media calls

Policy
implementation
Change,
bend or
create
rules

1

point of contact
email
phone number
website
front desk























Tracking

- Use of a service tracking system
- Email Based interface for customers
- Traceability
- Measurability
- Central receipt of service request
 - We can resolve immediately or assign to the appropriate person.
 - Versus client contacting individuals and assuming ownership by the individual

Title ☒ Keyword ☐ Number ☐Search [Advanced](#)Project **UNBSJ Registrar**
User **Buckley, Thomas** **Project Home** **Create Ticket** **Quick Ticket** **Address Book** **Search** **Reports** **Flashboard** **Knowledge Base** **Communication** **My Preferences** **Calendar** **Administration** **Help** **Logout****Project Totals**

Open	79	Active	102
Closed	9056	Request	7
Internal Solution	0	Public Solution	0

All Tickets for UNBSJ RegistrarDisplay  Refresh Matches 21 - 40 displayed of 9158 total matching Tickets.Report 

Ticket #	Priority	Assignees	Last Edited On	Status	Title	<input type="checkbox"/> All
13311 	Normal	McLean, Karla 	05/03/2006	Closed	RE: »Ø, '£º UNB Saint John Engineering...	<input type="checkbox"/>
13310 	Normal	Malleley, Marty 	05/03/2006	Closed	Letter Enrollment	<input type="checkbox"/>
13309 	Normal	Margaret Murphy 	05/03/2006	Closed	RE: Need classroom moved - too big	<input type="checkbox"/>
13308 	Normal	Margaret Murphy 	05/03/2006	In progress	request for Certificates	<input type="checkbox"/>
13307 	Normal	Gray, Rebecca 	05/02/2006	Open	FW: BA 1605	<input type="checkbox"/>
13306 	Normal	Gray, Rebecca 	05/02/2006	Open	No Subject Entered	<input type="checkbox"/>
13305 	Normal	Margaret Murphy 	05/02/2006	In progress	Re: Drop Major and Declare concentrations	<input type="checkbox"/>
13304 	Normal	Doreen MacAulay 	05/02/2006	Open	3071935 - Star Duguay	<input type="checkbox"/>
13303 	Normal	Gray, Rebecca 	05/02/2006	Open	Fw: Marketing -winter--monday and wednesday...	<input type="checkbox"/>
13302 	Normal	Doreen MacAulay 	05/02/2006	Open	J. Taylor - 3064411	<input type="checkbox"/>
13301 	Normal	Doreen MacAulay 	05/02/2006	Open	J Hanley - 240880	<input type="checkbox"/>

Powered by

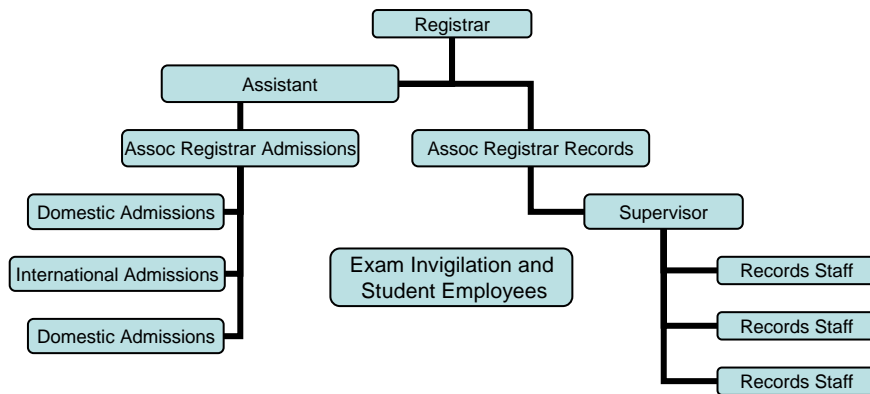


from UniPress Software

Strategic Goal # 2

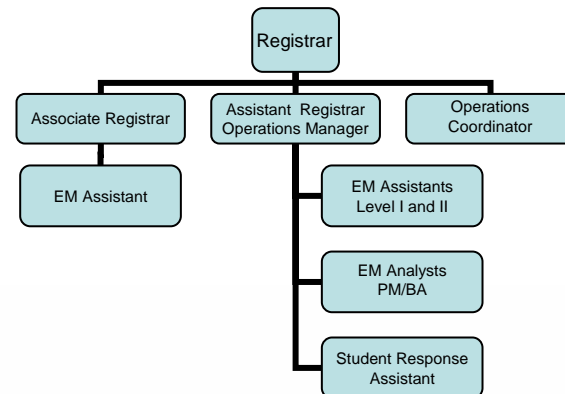
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Organization Post Re-org



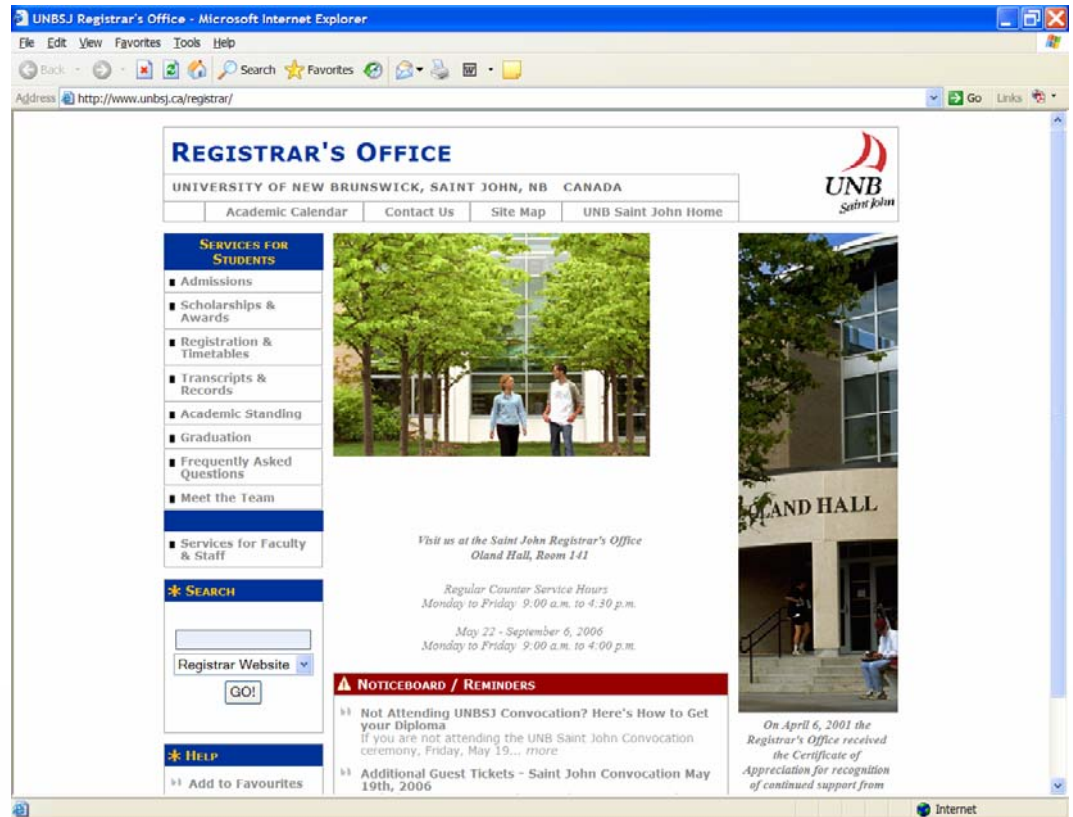
Then

And now

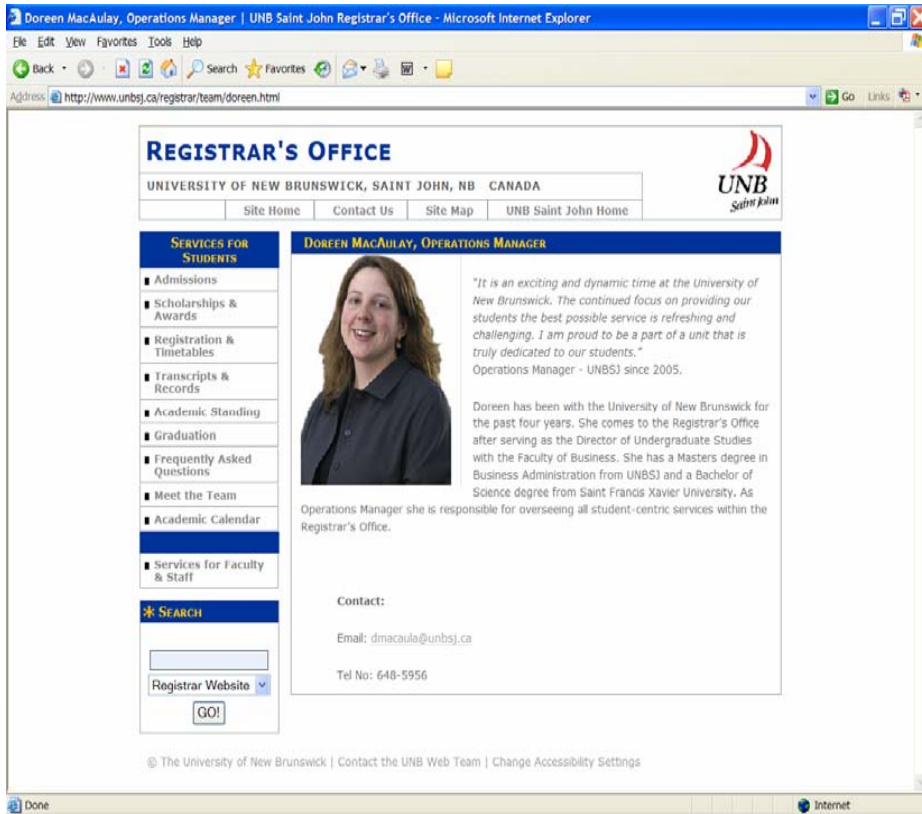


Communication and Perception

- Professionalize internal reporting
- Media kits at key times
- Service Based Website developed



Meet the Team



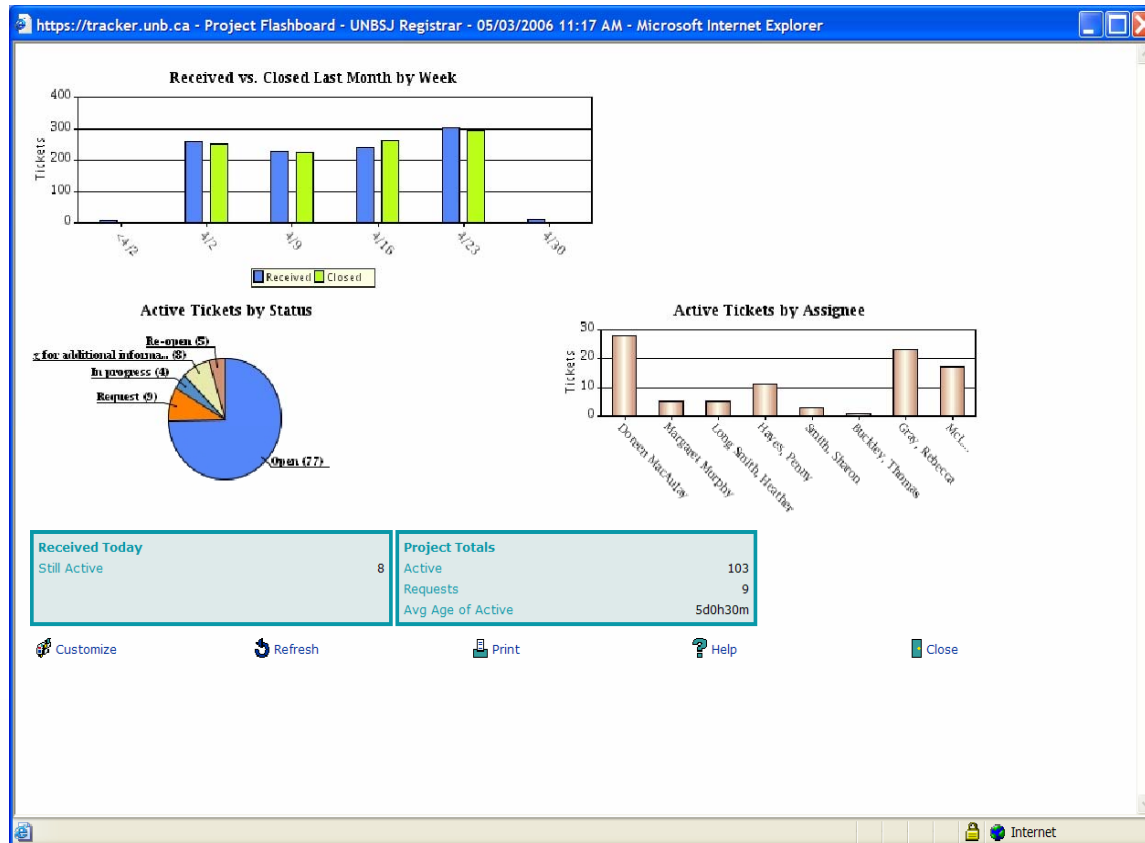
•Individual Professional Bios

- Professionalize the look
- Remind people of the qualifications and accomplishments of individual team members.

Results

- 85% of front counter requests are resolved on first contact
- Average time to close email requests 1-2 days
- Regular reporting of aged tickets, unexpected absences does not suspend work
- Better workload management driven cooperation with other units

You can not manage what you do not measure.



Lessons Learned/Reinforced

- Internal
 - Trust/support from your people is key
 - Timing of implementation
 - be prepared for rest stops along the way
 - Importance of Cross Training



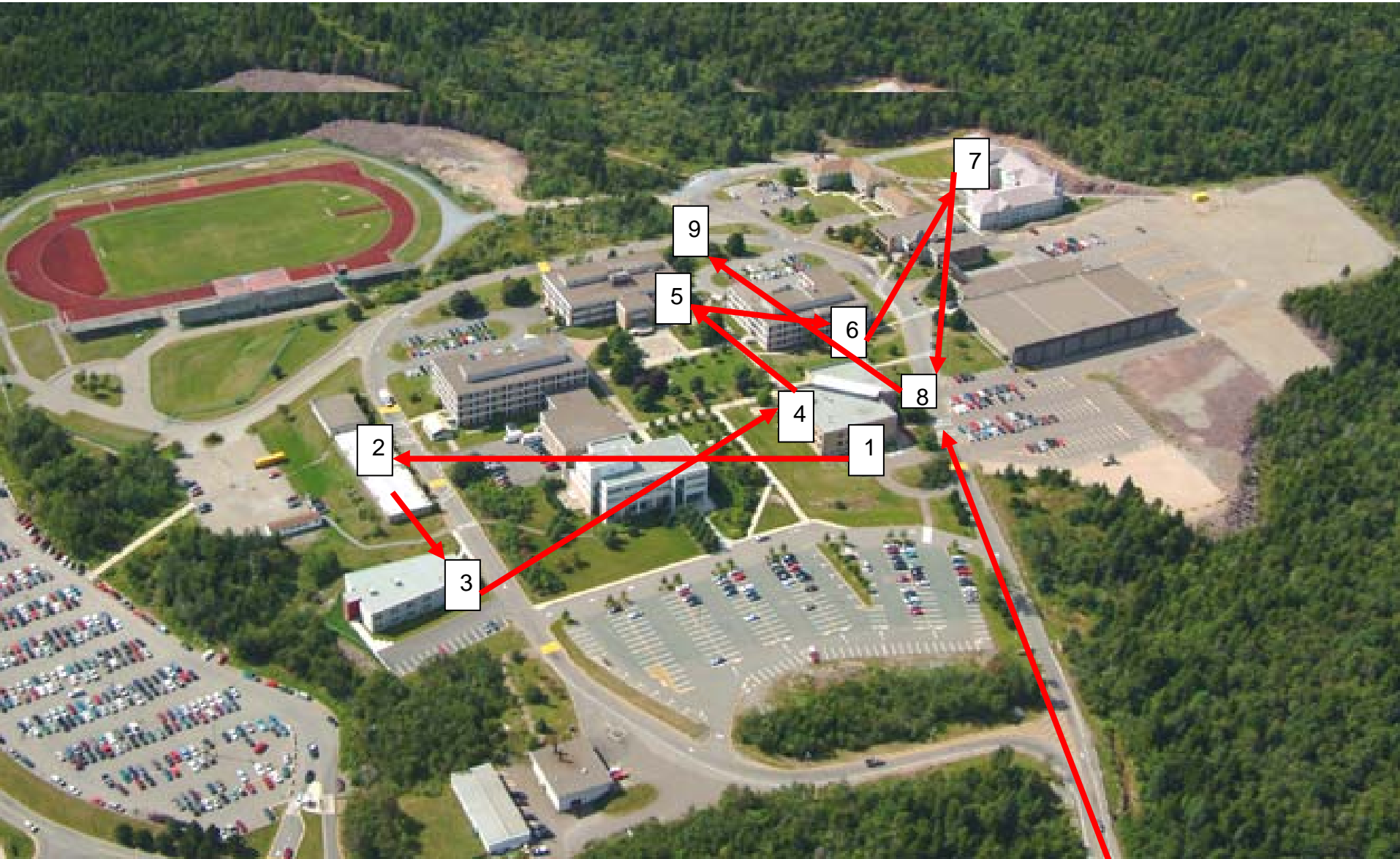
Lessons Learned/Reinforced

- External
 - Keep people focused on the vision, not the tactics
 - Communication.... Communication...
 - Management by Consensus is the strongest advocate for the status quo
 - Get the student's on board- they are your client
 - Do not assume 100% compliance

Next Steps....



Next Steps....



www.unbsj.ca/registrar

- Questions...
- Comments....
- Feedback....

