University Process Improvement

Methodology Training
AGENDA

- UofM Approach to University Process Improvement
- Resources
- Process Improvement Methodology
University Process Improvement – Why?

- University Process Improvement Department was formed in 2010.

- In line with President’s challenge
  - Improve efficiency
  - Continued focus on reducing administrative costs

- Supports University Strategic Goals
  - Innovation
  - Student Success
Process Improvement Initiatives for UofM

- Need to address rapid ERP Banner Implementation (2005-2008)
  - Banner implementation is a standard 5-year plan, TBR charged to the University was to complete in 3 years
  - Implementation schedules did not allow for process review
  - Initially was formed to review business processes relating to Banner implementation

- Over 600 staff and faculty members have participated on teams to-date

- Successfully implemented over 100 projects relating to Student, Employees, Faculty, Business and Academic processes
Process Improvement Initiatives for UofM

- Recommendations come from our campus community
  - Team members are our best advocates
  - All suggestions are reviewed by our governing structure

- All project teams successfully implement an improved process
  - Top Executive support is key to our success

- PIP Website: www.memphis.edu/processimprovement
Governing Structure
Executive Leadership Board

- Academic Affairs - Tom Nenon
- Research & Innovation - Jasbir Dhaliwal
- Business & Finance – Raaj Kurapati
- Information Technology – Robert Jackson
- Student Academic Success – Karen Weddle-West
Executive Committee Role

❖ Provides overall sponsorship, vision and guidance

❖ Ensures changes are successfully communicated, achieved and measured for progress towards service excellence

❖ Reviews suggested projects and approves slate of projects to implement

❖ Meets 2 – 3 times a year with PMG co-directors
Project Management Group

- Co-Chair – Deborah Becker
- Co-Chair – Cassandra Dinwiddie
- Business Officers – Latica Jones
- Human Resources – Maria Alam
- Information Technology Services – Sue Hull-Toye
- Process Improvement – Colette Williams
- Process Improvement – Shruti Bapat
- Registrar Office – Darla Keel
- Research Sponsored Programs – Cody Behles
- Student Academic Success – Meghan Pfeiffer
Program Management Group (PMG) Role

❖ Serves as champions of change and support improvement efforts, both large and small

❖ Work to eliminate project roadblocks within the organization

❖ Oversight committee for Process Improvement projects

❖ Construct project scopes to ensure it is well-defined

❖ Identify team members

❖ Bi-weekly meetings
Governance & Implementation Structure – University Process Improvement Projects

President’s Council

Executive Board

Project Management Group (PMG)

Oversite Over Active Projects

Executive Board – Provides overall sponsorship, vision and guidance. Addresses issues of strategy and policy. Makes key decisions regarding organizational changes and resources allocation, and ensures changes are successfully communicated, achieved and measured for progress towards service excellence goals.

Project Management Group (PMG) – Serves as the internal UofM Process Consulting team. Manages the portfolio of projects; promotes adherence to best practices and ensures consistency in methodology and overall alignment with UofM strategy. Identifies and recommends future process improvement projects to the Leadership board with the input of the campus-wide AVP group; assembles project teams and coordinates team training.

Project Team – A specific team that is created to address a process improvement initiative. Led by a project manager and comprised of subject matter experts (SMEs) from the functional areas and IT, who have sound analytical skills and a desire to improve processes. Draws on expertise and assets of the PMG regarding process improvement methods and experiences.

Jasbir Dhaliwal, Exec Vice President Research & Innovation
Karen Weddle-West, Vice President Student Academic Success
Raj Kurapati, Chief Financial Officer
Robert Jackson, Chief Information Officer
Tom Nelon, Academic Affairs Professor

ex-officio: Deb Becker, Cassandra Dinwiddie

Cassandra Dinwiddie, Director Academic Affairs Finance
Cody Behles, Research Sponsor Programs
Colette Williams, Director Univ Process Improvement
Darla Keel, AVP Strategic Enrollment/Registrar
Deborah Becker, Asst AVP Financial Planning, Co-Chair
Latisha Jones – Business Officer III College Arts & Sciences
Maria Alam – Chief Human Resources Officer
Meghan Pfeiffer, Dir QEP Academic Coach Support Services
Shruti Bapat – Business Process Analyst
Sue Hull-Toye, Asst Chief Information Officer
Process Improvement

Methodology
Process Definition and Analysis Terminology

What is Process Improvement?
A systematic approach to identifying, analyzing, and improving existing processes.

What is a Process?
A sequence of controlled or managed activities, with a natural beginning and end, triggered by time or an event, that is intended to produce a specific result (hopefully of value) for an internal and/or external customer.
University Process Improvement Methodology

Six Stages

• Initiate
• Define Project Prioritization
• Define Current State
• Analyze Current State & Technology Gap
• Define Future State Improved Process
• Create Recommendation & Action Plan
Process Improvement – Approach

- “Bite-sized” projects (Band-Aid approach)
- Well-defined, short timeframe for process analysis
- Small core team
- Defined methodology
- Leadership commitment
- Manage communications
- Support from PMG & Executive Leadership
What does Process Improvement do for UofM?

- Breaks down Barriers
- Empowers Staff
- Supports Change
- Improves Customer Service
- Encourages Open Communication
**Terminology**

**“As Is” State**
- The actual ways a process is currently performed (not how it is supposed to be performed)
  - Teams tend to want to tell you how it should be working
- Includes workarounds, shortcuts, extra paper copies/files maintained, extra notifications, etc.
- Understand where the process begins, ends and what key variations (exceptions) are within the process

**“To Be” State**
- The way you want the process to be performed in the future
- Only constrained by law, socially acceptable behavior and the technological capabilities that are in existence in the marketplace today
- Should incorporate elements to achieve UM’s goals (Service Excellence)
**Terminology**

- **“Swim lanes”**
  - Swim lane flowchart differs from other flowcharts in that processes and decisions are grouped visually by placing them in lanes.
  - Parallel lines divide the chart into lanes, with one lane for each role, group or sub process.
  - Symbols enables clear linkage to be shown between related flow charts when charting flows with complex relationships.

- **“Subject Matter Experts” (SME)**
  - People with firsthand knowledge about the process, how why it is performed the way that it is; generally involved day to day
**Terminology**

- **“Value Added”**
  - The benefit resulting from work *exceeds* the cost or effort to produce that benefit

- **“Efficiency”**
  - Refers to doing things in a right manner

- **“Effectiveness”**
  - Doing the right things
Process, Tools and Methods
Process Work Session Steps

1. Identify the general scope (beginning & end) of the process

2. Define the process including:
   - Who are the “players” in the process today
   - What triggers the process to begin
   - Inputs and outputs
   - What concludes the process
   - Approximately how frequently is this performed (on a daily, weekly or monthly basis) and how long do the activities take
   - What cost, quality, service and speed issues exist?
Generating “As Is” Process Flow

- Gather and review preliminary process information
- Understand where the process begins, ends and what key variations are within the process
- Define the process as it ‘**ACTUALLY IS**’ NOT ‘How it Should Be’
  - Conduct small group work sessions to map the process
  - Collect key documents used within the process
- Create and circulate process maps for review and approval
- Focus will be on the primary flow, exception flows will be documented if necessary

### Level of Detail

- Avoid atomic level of definition
- Focus on – step by step “what do you do, how do you do it (e.g., use Excel to...)”
Process, Tools and Methods

Analysis

Is it what/how our customer’s want it?

Why is it done?
What value does it add?
How is the quality, speed and timeliness?

What is the value compared to the cost?

What work is done?
Process, Tools and Methods

Analysis

Why?
Process, Tools and Methods

Analysis – Examination of “As Is” Process

- Are we doing the RIGHT work in the RIGHT way?
- Why does the manual task exist?
  - Necessary Business Function
  - Legal or Regulatory Requirement
  - Software Limitation
  - Other (e.g., “always did it that way”, departmental silos...)
- What steps can be:
  - Eliminated, substituted or combined, or done earlier
  - Automated
  - Completed by Employee or Student?
- What steps should be added to:
  - Improve communication
  - Prevent problems?
Process, Tools and Methods

Generating “To Be” Process Flow

- Conduct process design work sessions to identify:
  - **What** work should be done?
  - **How** should the work be done?
  - **When** should the work be done?
  - **Who** should do the work/Where? (to increase quality, scale, communication and reduce hand-offs...)

- Create “To Be” process maps and circulate for review and approval
Effective Process Work Sessions

- Maintain a moderate pace and high degree of focus

- Focus on describing **what** work you do (in the context of the process) and **how**. Try to avoid:
  - Too much detail (e.g., describing the process at the screen or field level)
  - Describing how the process **used to be** performed

- What policy or regulatory differences exist?

- Assign a back up person to participate in work session in the event you cannot attend.
Mapping - Outcomes

Sample AS IS and TO BE Maps
Inform Manager leaving University

Locate Notification Form

Have Position Number?

Complete & Submit Notification Form

Automatic Email to originator, employee, supervisor, HR

Sign Separation/Clearance Form

Hand Offs

Start

End

P1 May 13, 2015

Employee

Originator

HR Records

Pull Employee File Folder, maintain tickler file

Verify Leave Balances

Review Form

Update Banner records

Sign Separation/Clearance Form/Print

Hand Offs

NO

YES

P6 P7 P8

P1 P2 P3 P5

P6 P8 P9

P1 P2 P4 P5

P6 P7 P8 P9
‘TO BE’ MAPPING – The IMPROVED Streamlined Process

Employee Separation & Clearance – “TO BE”

**Employee**

- START
- Inform Manager leaving University

**Originator**

- Create & Submit Sep/Clearance
- Automatic Email Notifications

**Supervisor/Manager**

- Acknowledge

**HR Records**

- Verify Leave Balances
- Acknowledge
- Update Banner records
- Update HR Section Information
- Print Form
- File In Employee file

**End**

Notifications sent to:
- Employee
- Supervisor/Manager
- Banner Security Officers
- Employee Terminations
- HR Records Management
- HR Employee Relations
- HR Benefits
- Faculty Admin Services (faculty only)
- Student Employment (students only)

HR Records will update information prior to payroll

Employee email Notifications to print form
Let’s talk about the current process:

❖ Where does this process begin?
❖ Where does the process end?
❖ What “pain” or frustration is around this?
❖ What might complicate our definition of how it works today?
Questions?