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 800 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

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Executive Leadership Board

- Academic Affairs – Exec VP/Provost David Russomanno
- Business & Finance – Exec VP/CFO Renee Bustamante
- Information Technology – CIO Jeff Delaney
- Research & Innovation- Executive VP Jasbir Dhaliwal
- Student Academic Success – VP Karen Weddle-West
- Ex-Officio – Tom Nenon

Executive Committee Role

- Provides overall sponsorship, vision, and guidance
- Ensures changes are successfully communicated, achieved and measured for progress toward service excellence
- Review suggested projects and approve the slate of projects to implement
- Meets 2 – 3 times a year with PMG co-chairs

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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 – Terrice Watson
- 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

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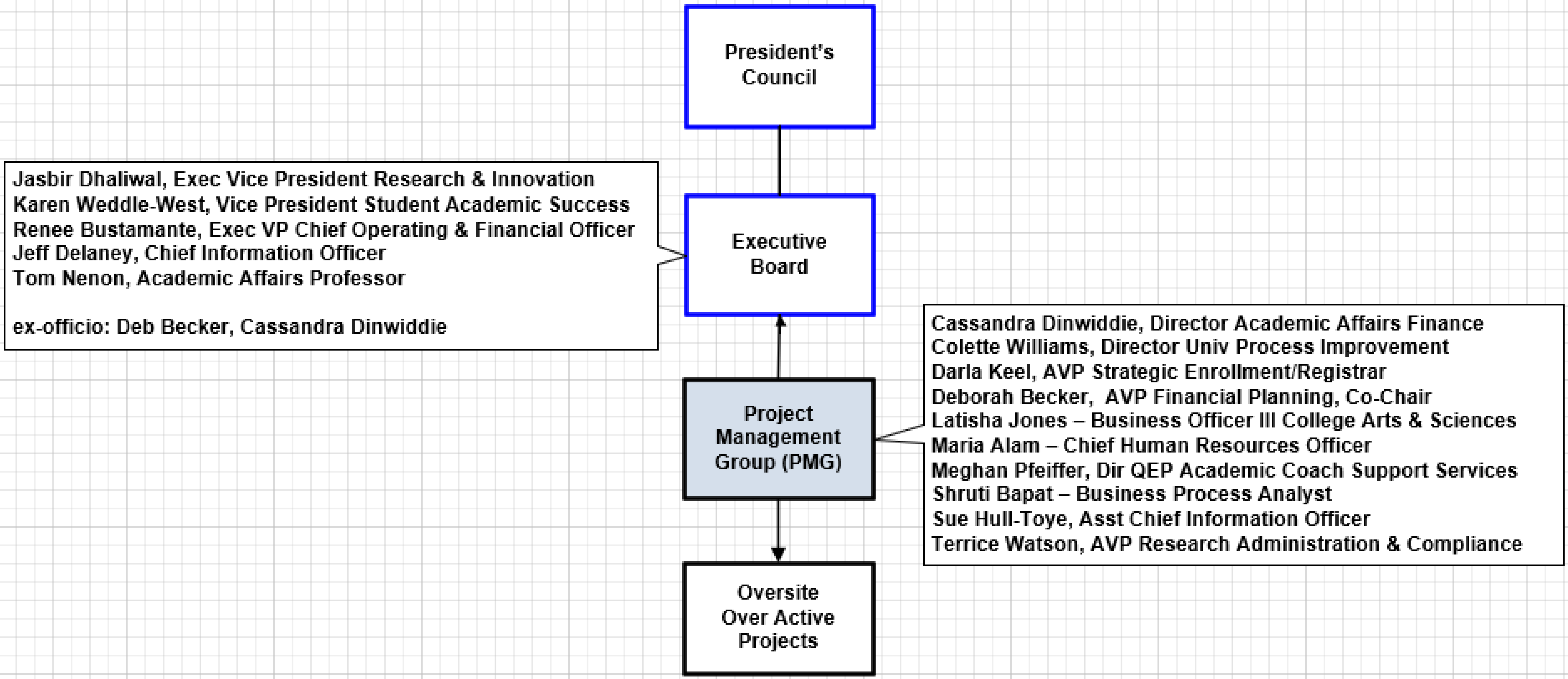
Governance & Implementation Structure – University Process Improvement Projects



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.

Process Improvement

Methodology

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Process Definition and Analysis Terminology

What is Process Improvement?

A systematic approach to identifying , analyzing and improving existing processes.

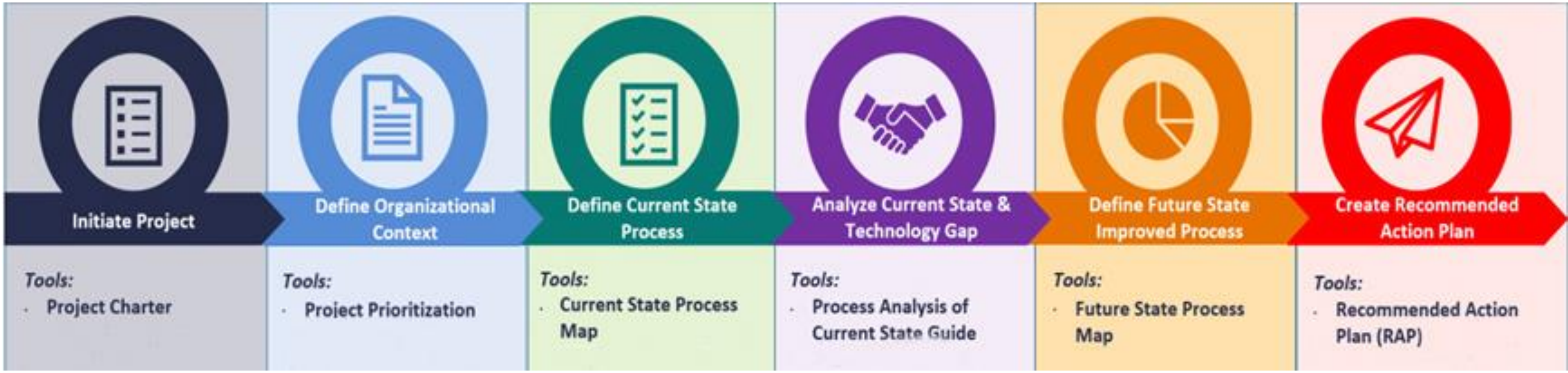
What is a Process?

A sequence of <u>controlled</u> or <u>managed</u> **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 <u>actual</u> 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 <u>exceeds</u> 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

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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?

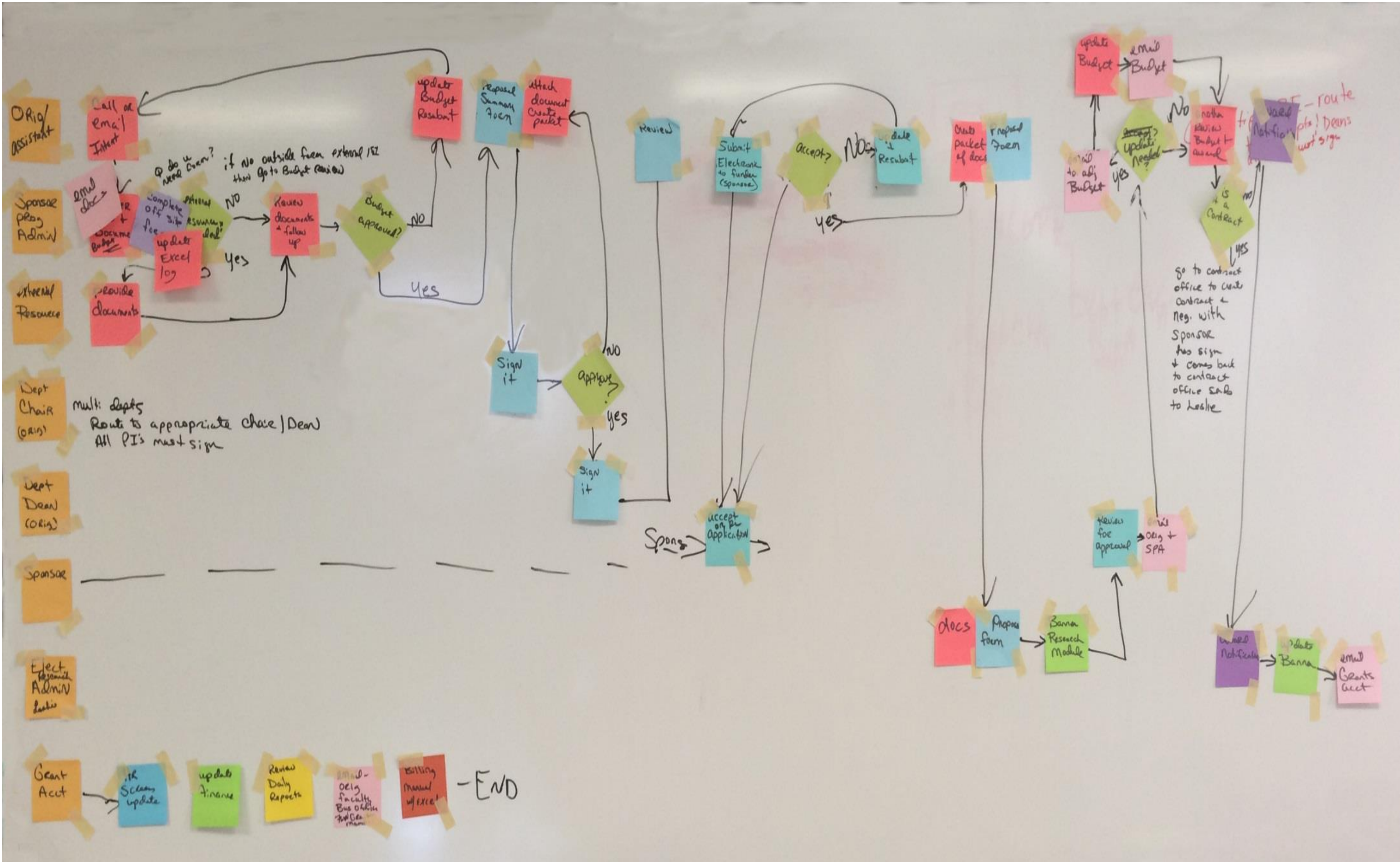
Generating "As Is" Process Flow

- 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

<u>Level of Detail</u>

- Avoid atomic level of definition
- Focus on – step by step "what do you do, how do you do it (e.g., use Excel to...)"

‘AS IS’ MAPPING SESSION - Visual



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

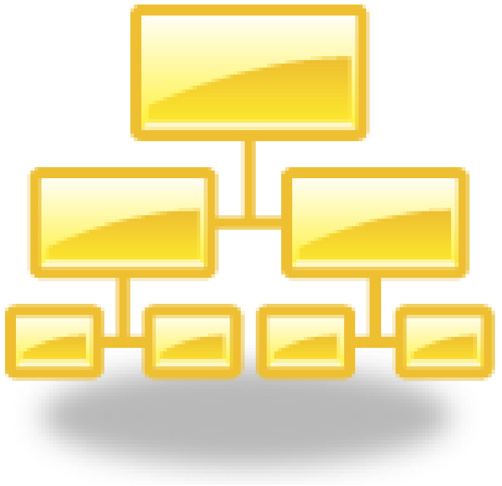
Why?

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 can not attend.

Mapping - Outcomes

Sample AS IS and TO BE Maps

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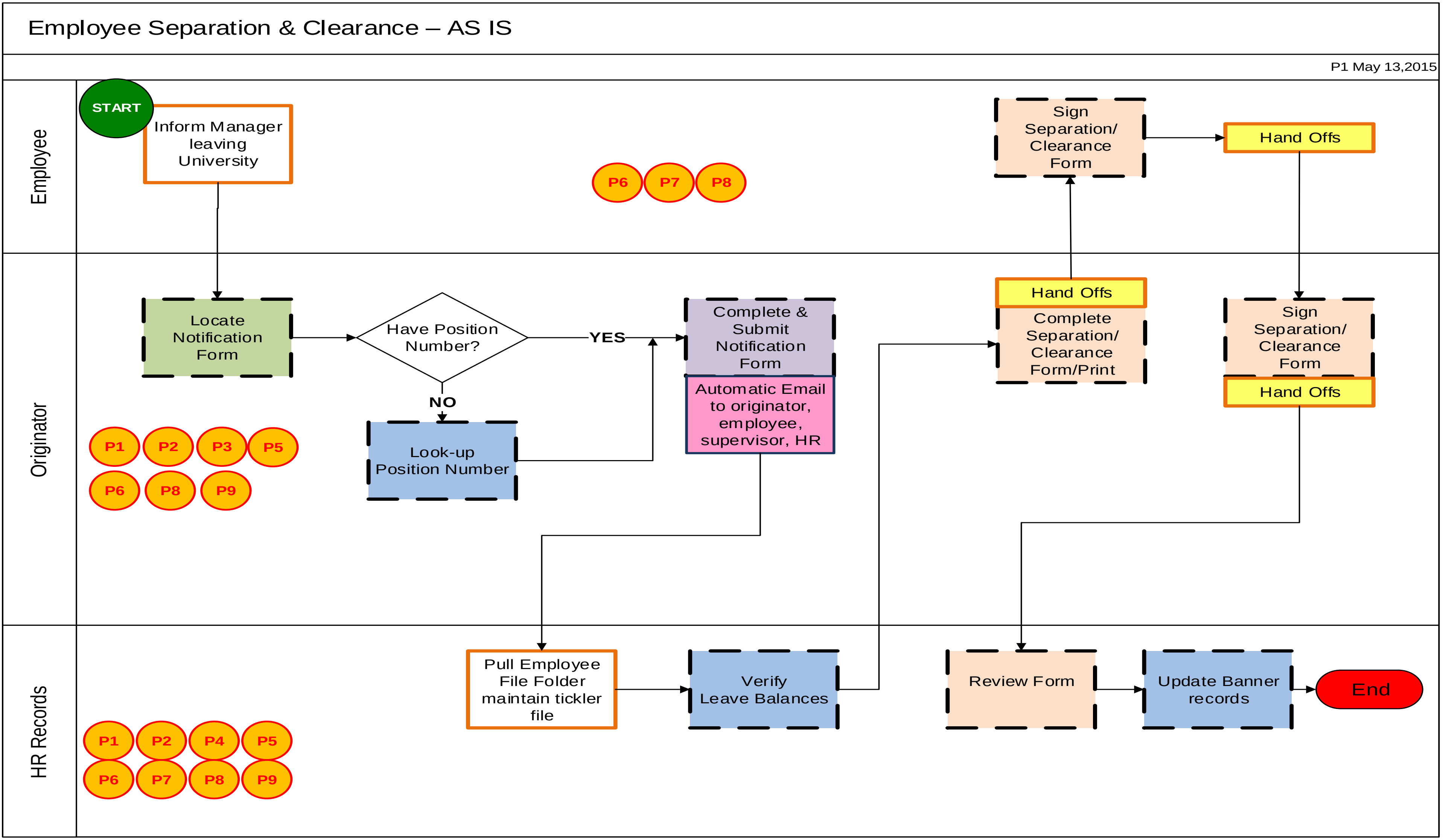
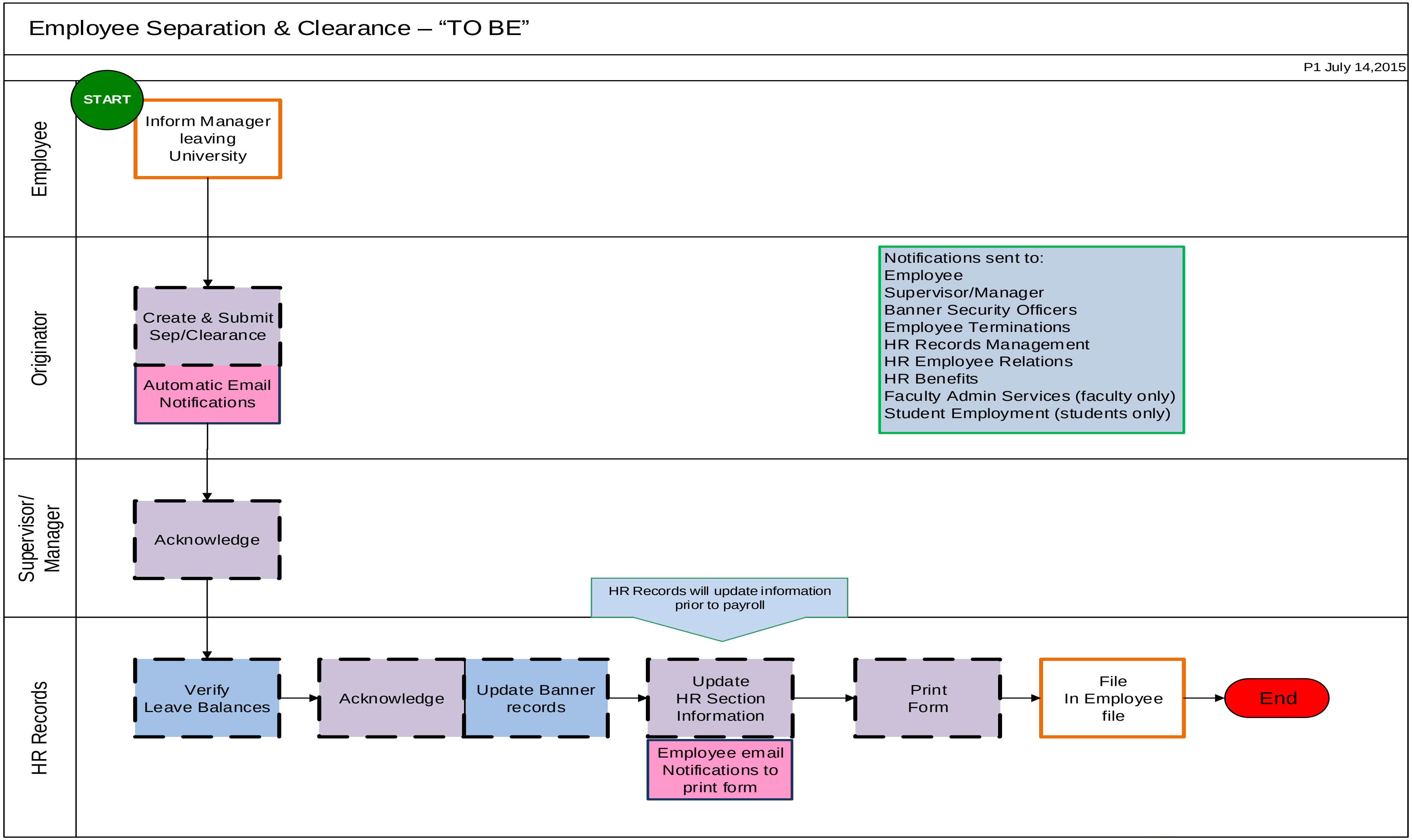
'AS IS' MAPPING – Pains Identified



‘TO BE’ MAPPING – The IMPROVED Streamlined Process



What’s Next

- 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?