



# Webinar: A Roadmap for Continuous Process Improvement

Scaling Up Beyond One-Time Fixes

Business Affairs Forum

## Improving Processes, Ensuring Stewardship

“We need to simplify processes because that’s our responsibility—every time we have an inefficient process, there’s a student or parent who is taking on another job, or delaying retirement, or taking out a second mortgage.

They’re paying for our time, and they’re paying for our processes.

*Vice Chancellor for Business and Administration  
Public Masters University*

# Who Moved My Efficiency?

The University of the Future Remains Stymied by Processes of the Past

## 21st-Century Opportunity Is Out There...

60%

of **all occupations** have  
30% automatable work

64%

of **data-collecting work**  
can be automated

69%

of **data-processing work**  
can be automated

## ...But Remains Limited by 20th-Century Processes

### Business Solutions

Automation  
Standardization  
Digitization



Paper-based processes  
Shadow systems  
Duplicative work  
Localized rules  
Unnecessary handoffs  
Redundant approvals



### Desired Results

Staff efficiency  
Service quality  
Financial savings

# When We Last Left Our Heroes

## Part I of the Webinar Series: Jumpstarting Process Improvement Work



### Process Improvement Playbook

1. Assemble the right people
2. Map the current state
3. Collect current-state data
4. Design the future state
5. Develop an implementation plan

### Available Now

Download at [eab.com/baf/processimprovement](https://eab.com/baf/processimprovement)

Access Part I of the webinar series:

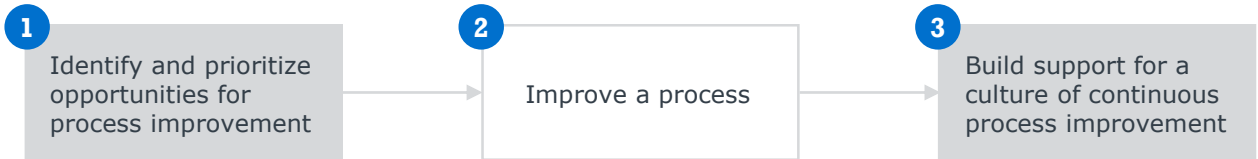
[The Essential Playbook for Process Improvement](#)



# Our Focus Today

## Part II of the Webinar Series: Launching and Supporting Improvement Work

### Flow of Process Improvement Efforts



#### Guide to Continuous Process Improvement

##### *What should I fix?*

- Amplify the voices of on-campus stakeholders
- Draw on external sources for inspiration and validation

##### *Where should I begin?*

- Start small and strategic to build momentum for future efforts
- Prioritize projects to local conditions

##### *How do I sustain momentum?*

- Invest in staff process improvement competences
- Assemble the infrastructure
- Applaud successes

# Question #1: What Should I Fix?

## Executive Priorities and Staff Concerns Equally Worthy of Consideration



### Executives attuned to larger strategic objectives

- Securing higher-value procurement contracts
- Effectively leveraging “big data” and business analytics
- Reducing compliance errors
- Responding to Board requests for shared services rollout



### Staff bring on-the-ground perspectives

- Most frustrating processes
- Greatest need for automation
- Desire for clearer guidelines
- Unnecessary handoffs
- Backlog of work
- Customer complaints

CBO Inputs



Staff Inputs

## Three Simple Resources to Leverage Campus Input



Campus  
Forums



Focus Groups



Surveys



79%

Success rate when frontline staff are **actively involved**

# Tapping into Ongoing Conversations

Existing Forums Serve as a Natural Place to Start the Dialogue

## Cross-Campus Venue for Faculty/Staff Collaboration



### Professional and skill development

Faculty and staff share applied knowledge for change management, decision-making, and innovation in high-performing organizations



### Showcase unit- and school-level improvements

Scalable solutions include using electronic signatures to streamline workflows, consolidating business functions, and redesigning performance reviews



### Best practices for solving pan-campus challenges

Sessions present internally- and externally-sourced methods and tools to improve, simplify, and streamline campus processes and services

### Mechanics of the Meetings:

- Convenes monthly during the academic year
- 200+ participants at each session
- Participants rated content applicability 4.6/5 in post-session surveys
- Augmented with offline network



"If people are more connected, then we are going to be more effective as an institution."

*Sarah Collie, AVP for Organizational Excellence  
University of Virginia*

# Bringing the Right People to the Table

## Louisville Applies Expert Filter to Litany of Pain Points



### Focus Group Draws on Staff with Greatest Visibility of End-to-End Processes



#### Top 10 Processes to Fix

- Onboarding
- Time reporting
- Leave management

*Phase I:  
2016-17*

- Position maintenance
- Job changes
- Additional payments
- Expense transfers
- P-card reconciliations
- Program/account reconciliations
- Travel and expense reimbursements

*Phase II:  
2017-18*

#### **Not everything you "know" to be wrong may make the cut**

Leaders at University of Louisville surprised to find that procurement was not included in Top 10

# Depth and Breadth Combined

## UMBC Integrates Focus Group Feedback into Campus Survey

### Process Improvement Laundry List, Sorted by a Stakeholder Survey



Select faculty and staff convene to create a list of pain points and broken processes



Focus group results used to build survey in which staff rank their frustrations

### Sample Broken Process

When one school at UMBC needed to renew the contracts of adjunct faculty and graduate instructors, the unit leader had to fill out and sign **189 separate forms**, one for each person. These simultaneous personnel actions now require just one click in an online system.



### Campus Leaders Analyze Results and Divide into Two Categories

#### Quick wins (less than three months)

- **HR:** checklists for hiring tasks; evaluation of approval signatures
- **Payroll:** guide for quick contacts; evaluation of personnel actions

#### Long-term goals (more than three months)

- **HR:** electronic workflow system; electronic applicant portal; document storage
- **Payroll:** electronic timesheets and personnel actions; automated I-9, W-4, and NRA forms

### A Prime Method for Engaging Campus

**160** respondents

- 38% non-exempt staff
- 45% exempt staff
- 15% faculty

# Moving Beyond the Department Suggestion Box

## Sources to Identify Additional Opportunities

### Voice of the Customer



Yearly student-facing survey unearths frustrations with admin unit services

### Within-Industry Perspectives



Experts from peer institutions weigh in on existing operations and offer solutions

### Solutions Beyond Higher Ed



Innovation team sources ideas for improvement from the private sector

### Business Affairs Forum



Review successful process improvement projects for inspiration about where to start

“You need to look at private industry because **that’s what students are comparing us to**. If you have a problem with your room, Marriott doesn’t make you go to five different places. We do.”

*Facilities Leader  
Large Public Research University*



# Inside the Process Improvement Compendium



Our Inspiration Board of Real-Life Stories Attests: You Can Do This



*Process Improvement Primer—  
Page 39*



## Facilities Work Order Resolution

### Process Breakdown

- Non-value-added steps
- Unnecessary approvals
- Lack of standardization

### Improvement Metrics

- Customer satisfaction
- Work order resolution time
- Number of open work orders per month




### Case Studies

- **THE PROBLEM:** Routine work orders required the approval of four senior managers, creating a backlog that frustrated customers waiting for work to be completed.  
**THE FIX:** Eliminating unnecessary approvals reduced the lead time for routine work orders from 24 to 2 days.
- **THE PROBLEM:** Staff cherry-picked preferred tasks, leading to a backlog of more complicated work—and customer frustration with delays in resolving problems.  
**THE FIX:** Introducing a first-in, first-out system for work orders, along with eliminating non-value-added steps, reduced the number of open work orders from 3,000 to 300 per month.

## Question #2: Where Should I Begin?

### Demonstrated Payoff Sparks Interest in More Projects

#### Proving Value and Trust with Small Projects Earns Buy-In

| Institution   | First PI Project  | Unlocked Opportunity   |
|---|---|--|
|  | Streamlined offboarding, as former staff retained access to UW-M network for a year | Dean proposes “fixing something that matters, like research administration”        |
|   | Eliminated paper-based process for hiring graduate assistants                       | President instructs PI team to ensure faculty leave time matches university policy |
|   | Simplified p-card reconciliation process for frustrated faculty                     | Faculty senate suggests a standing committee to source more ideas from faculty     |

# First in Line, in the Nick of Time

## Process Improvement Eases Onboarding Effort When Needed Most



### The Perfect Opportunity:

Employee onboarding for temps, students, and grad assistants

- ▶ **Irksome to all**—process included in “Top 10” offenders
- ▶ **Short time to fix**—redesign effort took only 13 weeks
- ▶ **Just in time**—rollout of solution completed before August hiring spike

### Initial State Hampered by Repetitive, Manual Data Entry

**13** separate forms across 36 pages {

- 13 requests for name
- 10 requests for SSN
- 9 requests for address

} Manual entry by central payroll

### Future State Goes Digital and Embraces Shared Services



**100,000+**  
pieces of paper saved for  
over 3,000 new hires in 2016-17

The paper could cover the **football field, basketball court, and several volleyball courts**—exciting visualizations for a sustainability-minded campus

# Order of Operations

## Identify Factors Most Relevant to Campus in Establishing a Long-Term Plan



### **Timeliness to Fix**

What is the expected timeline for process redesign and implementation?



### **Compliance Risk**

Does the process currently comply with institution, state, or federal regulations?



### **Customer Impact**

What impact will redesign have on customer experience and satisfaction?



### **Expense to Fix**

What are the expected costs of the process redesign?



### **Expense to Continue**

What are the expected costs of maintaining the status quo?



### **Ease of Implementation**

How easily can staff amend process steps to make the process less burdensome?



### **Level of Control**

To what degree is improvement dependent on collaboration with external units?



### **Impact on Efficiency**

Does the process consume a significant amount of support staff time?



### **Organizational Readiness**

How prepared are process stakeholders for process redesign?



### **Strategic Alignment**

Is redesigning the identified process critical for meeting larger institutional goals, strategic objectives?

# Assessing the Urgency, Feasibility of Redesign

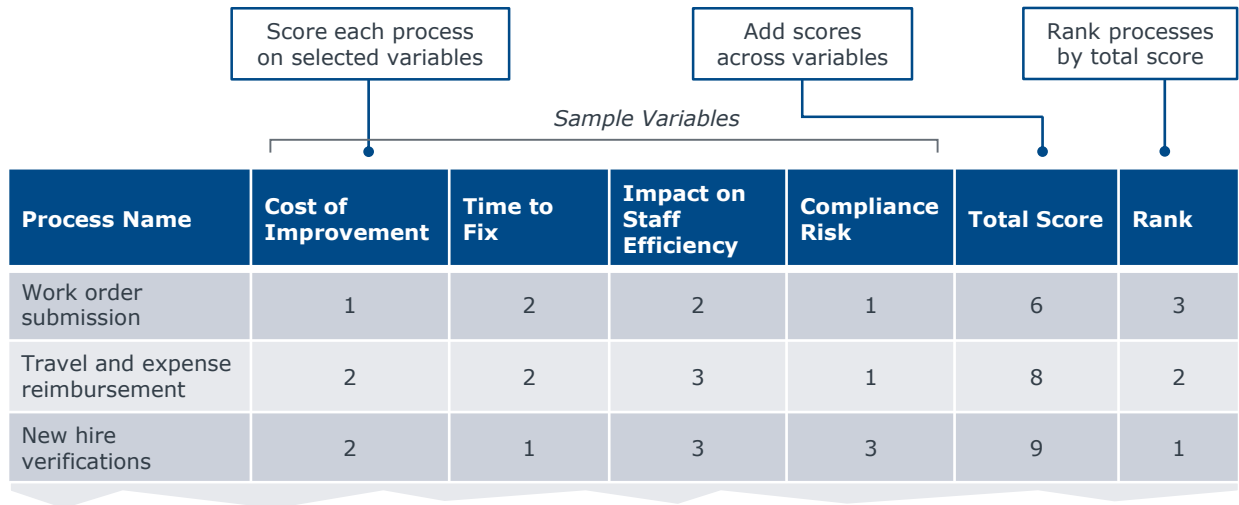
Score Each Process Using Simple Three-Point Scales

## Sample Scoring Scale and Definitions

|                            | Score  |   |   |
|----------------------------|--|---|---|
| Variable                   | 1  | 2   | 3   |
| Expense to Fix             | High cost to fix                             | Moderate cost to fix                      | Low cost to fix   |
| Timeliness                 | >6 Months                                    | 2-6 Months                                | <1 Month  |
| Compliance Risk            | Low risk of noncompliance                    | Moderate risk of noncompliance            | High risk of noncompliance                              |
| Impact on Efficiency       | Consumes 0-10% of staff's time               | Consumes 10-20% of staff's time           | Consumes 20% or more of staff's time                    |
| Percent of People Affected | <20% of campus community affected            | 20-50% of campus community affected       | >80% of campus community affected                       |
| Ease of Implementation     | Requires contracting with third-party vendor | Requires collaboration with external unit | Does not require external collaboration or consultation |

# Isolate Your Top Redesign Priorities

## Creating a Process Index with the Redesign Prioritization Tool



For a full version of the Process Improvement Prioritization Matrix, visit [eab.com/bafprocessimprovement](https://eab.com/bafprocessimprovement).



# Question #3: How Do I Sustain Momentum?

## A Culture and Structure of Continuous Improvement Benefits All

### ● Administration

- Decreased compliance risk
- Increased administrative efficiencies
- Capacity for higher-order work

### ● Employees

- Greater job satisfaction
- Higher levels of engagement
- Career development opportunities through new skills

### ● Larger Campus Community

- Less faculty “shadow work”
- More resources for student services, teaching and learning efforts
- Demonstrated stewardship of resources

“

“I want to put as many resources as possible into our classrooms and curriculum, tenure-track faculty, and student support. The best way to do that is for administrative processes to operate as efficiently as possible.”

**Joyce Lopes**

Sonoma State University  
Vice President for Administration and Finance

”

# You Can't Get Something from Nothing

## Small Staff Investments Can Accelerate Progress

### Benefits of a Dedicated PI Coordinator



#### One-track mind

Focuses on strategic priorities without getting bogged down in other responsibilities



#### Silo-buster

Enables an end-to-end perspective beyond the blinders of any one unit



#### Keeping it local

Scales PI for long-term benefits by ensuring local expertise and partnerships



### Who Was That Masked Man?

Ideal Candidates Likely Await on Campus

- Understanding of university business systems
- Technical background
- Analytical skills
- Project management experience
- Trusted partner across divisions
- Effective communicator

### A Worthy Investment

75%

Private-sector companies working toward process improvement

10%

Rate of success among companies without dedicated resources



# Teach a Man to Fish...

## Resources to Embed a Process Improvement Mindset Closer Than You Think Investments in Staff Skills Can Come from a Variety of Sources



### On-Campus Resources

- Business school faculty trained in PI skills
- Continuing, online, and executive education
- Academic medical center efficiency initiatives



### Regional Partners

- Resources within university system
- Local lean organizations
- Health care institutions



### Additional Resources

- Online Lean certification
- Programs hosted by other higher ed institutions
- Professional organizations
- Consultants

“

We realized we didn't need to reinvent the wheel on process improvement—there were people on our campus and in our community who could help us along, which helped make everything feel more homegrown.

Process Improvement Coordinator  
Public Canadian University

”

# Leveraging Your Investment

## Campus-Wide Models Can Operate with Minimal Central Staff

### Embedding Process Improvement Capabilities that Facilitate Cultural Shifts

| Institution                              | Central FTEs at Start | Current Central FTEs | PI-Trained Staff  | Source of Training   |
|--|-----------------------|----------------------|---|--|
| University of Wisconsin-Madison          | 2                     | 6                    | 713 staff have completed lean training                          | Training courses offered for free, but in return participants must be willing to participate in future PI projects   |
| University of Alaska, Anchorage          | 1                     | 1                    | 300 lean white belts; 60 green belts                            | Green belts initially trained at U. of Washington and now provide free monthly white belt training to UAA staff      |
| Clemson University                       | 2                     | 1                    | 8 embedded lean facilitators; 300 with white belt training      | All training delivered in-house, including a three-hour white belt course and purple and senior orange belt training |
| Carleton University                      | 1                     | 2.5                  | 66 staff  | Excellence Canada Process Management Certification   |
| British Columbia Institute of Technology | 5                     | 8                    | 74 white, green, and black belts; 300+ with basic lean training | Vancouver-based Lean Sensei trains black belts that teach Lean 101 and white belt courses on campus                  |

Source: British Columbia Institute of Technology, Burnaby, Canada; Carleton University, Ottawa, Canada; Clemson University, Clemson, SC; University of Alaska, Anchorage, Anchorage, AK; University of Wisconsin-Madison, Madison, WI; Business Affairs Forum interviews and analysis.

# In Your Corner

## Acquiring Permission and Endorsements from Stakeholders Beyond F&A<sup>1</sup>

### University of Memphis Assembles Two Groups with Two Missions

#### Executive Leadership Board

- Meets 2-3 times per year
- Provides sponsorship, vision, and guidance
- Determines need for organizational changes, resource allocation



Provost  
VP for Business & Finance  
VP for Research  
VP for Student Affairs  
Chief Information Officer  
Chief Innovation Officer

#### Program Management Group

- Meets every 2 weeks
- Identifies and manages portfolio of current and future projects
- Assembles and mentors project teams



Chief Operations Officer  
Assistant Vice Provost  
College Business Officer  
Chief Human Resources Officer  
Director of Enterprise Services  
Dean of College of Arts and Sciences

#### ▶ Executives in Your Corner

- Shepherd policy revision
- Ensuring compliance within verticals
- Ensure changes are communicated, achieved, and measured

#### ▶ Extra Seats at the Table

Allow the team to evolve naturally:  
PMG realized its PI portfolio included more **student-facing projects** and invited reps from **admissions** and **registrar's office** to join

1) Finance and administration.

# Generating Buzz, Sustaining Momentum

## Spreading the Gospel of Process Improvement on Campus

### Promoting Mission Alignment



High-performing staff trained to make process improvements in home departments



Peer-nominated awards provide cash prize and recognition to staff for simplifying processes

### Expanding Stakeholder Engagement



Cash and treasury team conducts Kaizen Fridays to optimize internal processes



Updates to faculty senate ensure continual "deal flow"

### Reinforcing Value of Investment



Updates on all lean projects and outcomes, included in reports to the Board



Reports to legislature on savings, efficiency attest to stewardship of resources

### Applauding Successes



Improvement-minded staff sponsored to attend NCCI<sup>1</sup> conference



Process improvement projects celebrated at yearly Lean Showcase

Source: Clemson University, Clemson, SC; Emory University, Atlanta, GA; University of California, Santa Cruz, Santa Cruz, CA; University of New Hampshire, Durham, NH; University of Texas at Dallas, Richardson, TX; University of Virginia, Richmond, VA; University of Washington, Seattle, WA; Business Affairs Forum interviews and analysis.

# Postcard from the Future

## Ten Years of Administrative Process Redesign (APR) at UW-Madison

2007

**1 Announcement of shared services** to transform generalist model, improve service quality, and drive savings prompts fear of layoffs and backlash among staff

**2 Listening tour unearths frustration**, particularly with “foolish and broken” processes exacerbated by \$50M in state budget cuts to admin funding

**3 APR formed to simplify and standardize processes**; turned to faculty in business and engineering schools with experience in Lean Six Sigma

**4 Success in pilot projects garners trust and buy-in**; APR receives formal charter and begins to tackle research admin processes

**713** Staff trained in Lean Six Sigma, representing 100% of campus units

**70** Projects completed across campus, improving quality, efficiency, and service

### Keys to Success

#### ► Transparency and Inclusion

- All minutes, agendas, reports, presentations, and Lean tools posted to APR website
- Any and all faculty and staff invited to participate in focus groups, process reengineering teams, and training
- Union reps invited to weekly meetings

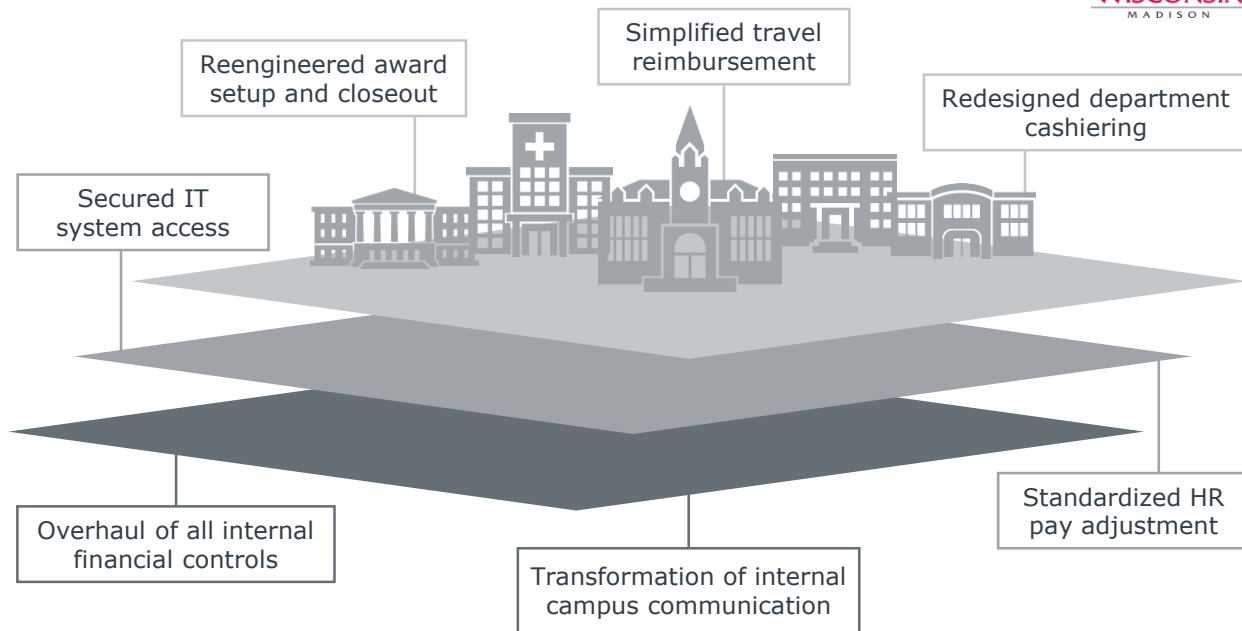
#### ► Continual Tracking and Improvement

- Performance metrics assigned to every process, as outlined in project charters
- Baseline data collected before and after improvement work completed
- Ongoing measurement prompts reassessment of processes when necessary

# Seismic Impact

Continuous Improvement Can Have Effects at Many Levels

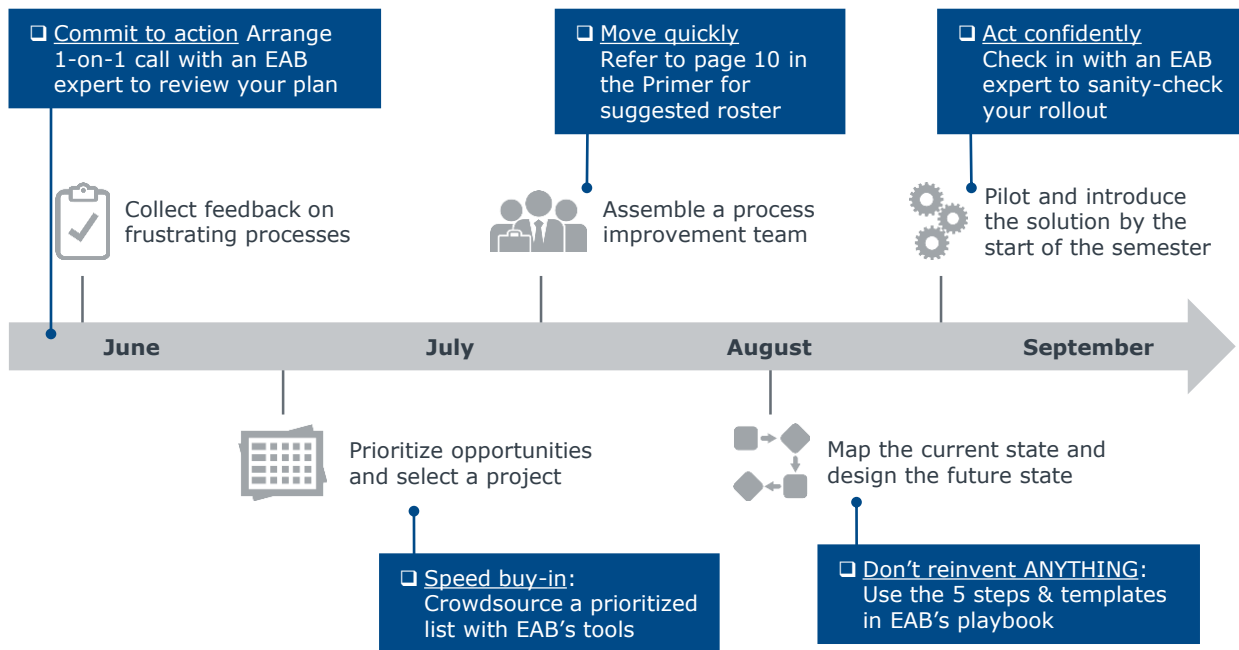
## Administrative Process Redesign Shapes Campus Operations in Seen and Unseen Ways



# Leverage EAB for a Summer of Process Improvement

Laying the Groundwork Now Secures Just-in-Time Benefits This Fall

## *Sample Timeline of an Initial Process Improvement Project*





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**EAB's Process Improvement Resource Center:**  
[www.eab.com/baf/ProcessImprovement](http://www.eab.com/baf/ProcessImprovement)



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