Process Improvement Prioritization Matrix

Owner

- Senior administrator

Stakeholders

- Heads of functional areas

Time estimate

- 2-3 hours

Guidance

- Where possible, select quantitative variables to create a more objective scoring scale
- Include functional area heads in the scoring process to take advantage of their expertise
- Select no more than five variables to evaluate processes
- If you are just beginning process improvement work, prioritize the variable of "time to fix" to secure some quick wins

You know you can move on when you have a ranked list of process improvement opportunities sorted by institutional priorities.

Gut check for step owner

- ❑ If you are identifying an initial process improvement project, have you tilted the scale toward projects that can be implemented quickly, are universally irksome, and will provide timely relief to staff?

Goal: Establishing an Order of Operations

This tool helps campus leaders determine which processes to improve by ranking them based on predetermined evaluation criteria. Although campus leaders can start to identify inefficient processes through staff and customer feedback, many institutions need a more systematic way to pinpoint the improvements that will yield the highest return on investment and determine the ideal order of implementation. Moreover, executives may have other considerations vying for attention that may not be readily apparent to staff.

Campus leaders should select variables most relevant to their institution and then score processes to determine the right place for process improvement investment. As you work through the steps below, turn to subsequent pages to see sample variables, scoring rubrics, and priority rankings.

Implementation Components

Step 1: Select Variables on Which to Evaluate Processes

Ensure processes are only measured against those variable representing the most relevant institutional priorities.

Step 2: Determine Scoring Scale for Each Variable

Create a simple numerical scale to score each process against the chosen variables. The definitions of numerical values are respective to each variable.

Step 3: Score and Rank Processes

Evaluate each process according to the variables and add the scores to create a total score. Processes with the highest total scores receive priority when initiating redesign efforts.

Prioritizing Processes for Improvement (cont.)

Step 1: Select Variables on Which to Evaluate Processes

The first component is to identify the key variables guiding the process improvement efforts at your institution. Leaders should limit the number of variables chosen to ensure that processes are measured only against those representing the most relevant institutional priorities. As such, variables chosen will likely vary across institutions. Below is a sample list of variables to use in evaluating processes. The Business Affairs Forum recommends selecting no more than five variables on which to evaluate processes. If you are just beginning process improvement work, we encourage you to prioritize the variable of "time to fix" to deliver some quick wins that can secure support for more long-term efforts.

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?

Selected Variables

Prioritizing Processes for Improvement (cont.)

Step 2: Determine Scoring Scale for Each Selected Variable

Evaluate each variable on a scale of one to three. Although the exact definitions will differ by variable, a score of one should always represent the least ideal scenario for process improvement, and a score of three should represent the most ideal scenario.

Evaluating inefficient processes against redesign variables will often rely on subjective interpretations. Whenever possible, select quantitative variables (e.g., time, cost, etc.) to create a more objective scoring scale. However, this may not be possible in all instances.

Sample Scoring Scale

Variable	1	2	3
Cost of Improvement	High cost	Moderate cost	Low cost
Time to Fix	>6 months	2-6 months	<2 months
Impact on Staff Efficiency	Consumes less than 10% of staff time	Consumes 10-20% of staff time	Consumes more than 20% of staff time
Compliance Risk	Low risk of noncompliance	Moderate risk of noncompliance	High risk of noncompliance
Ease of Implementation	Requires contract with third-party vendor	Requires cross-unit collaboration	Does not require external collaboration

Your Campus's Scoring Scale

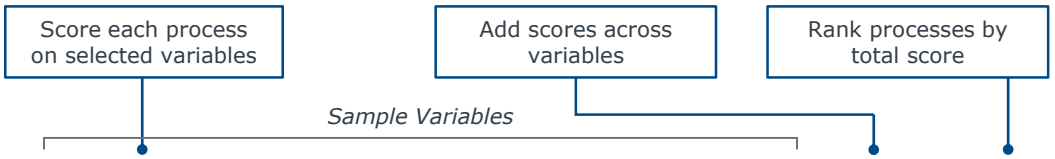
Variable	1	2	3

Prioritizing Processes for Improvement (cont.)

Step 3: Score and Rank Processes

The last component is to sum variable scores for each process and rank them by the total score. Higher ratings indicate a process is a strong candidate for process improvement.

Sample Scoring Rubric



Process Name	Cost of Improvement	Time to Fix	Impact on Staff Efficiency	Compliance Risk	Total Score	Rank
Work order submission	1	2	2	1	6	3
Travel and expense reimbursement	2	2	3	1	8	2
New hire verifications	2	1	3	3	9	1

Process Redesign Prioritization Matrix Workbook

Selected variables

Process Name						Total Score	Rank