



# Webinar: The **Essential Playbook** for Process Improvement

An Introduction to EAB's *Process Improvement Primer*

Business Affairs Forum

## Linking Admin Processes and Institutional Mission

“I want to put as many resources as possible into our classrooms, curriculum, tenure-track faculty, and student support.

The best way to do that is for our administrative processes to operate as efficiently as possible.”

*Vice President for Administration and Finance  
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%

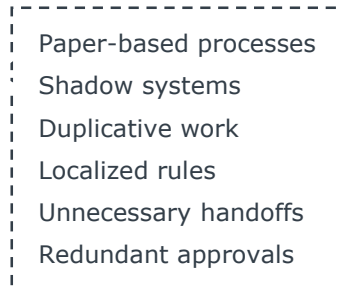
of **data-processing work**  
can be automated

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

### Business Solutions

Automation  
Standardization  
Digitization



### Desired Results

Staff efficiency  
Service quality  
Financial savings



# Processes Are Worth Getting Right

Inefficient Processes Rob the Mission; Improvements Benefit All

## Real-life Inefficiencies Add Up ...



Overtime pay less than \$5,000 requires signatures of four executives



Posting a job requires 11 steps and five approvals, even if the job has not changed



24% of T&E<sup>2</sup> reports require rework, stretching reimbursement time to 30+ days



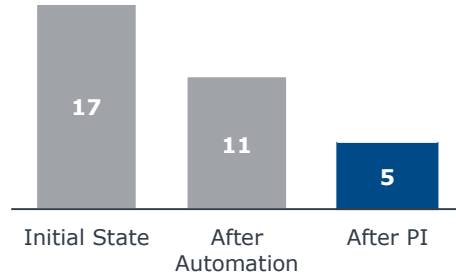
234,000 paper timecards processed a year, with a 23-day payroll lag



2,500 late payroll payments and \$750,000 in overpayments in one year

## ... But Fixes Deliver Real-life Payoffs

### Clemson University Reduces Days to Post a New Position



### British Columbia Institute of Technology's Tool Cribbs Net Big Savings



**3,800 invoices**  
Yearly volume from one vendor due to open POs<sup>1</sup>



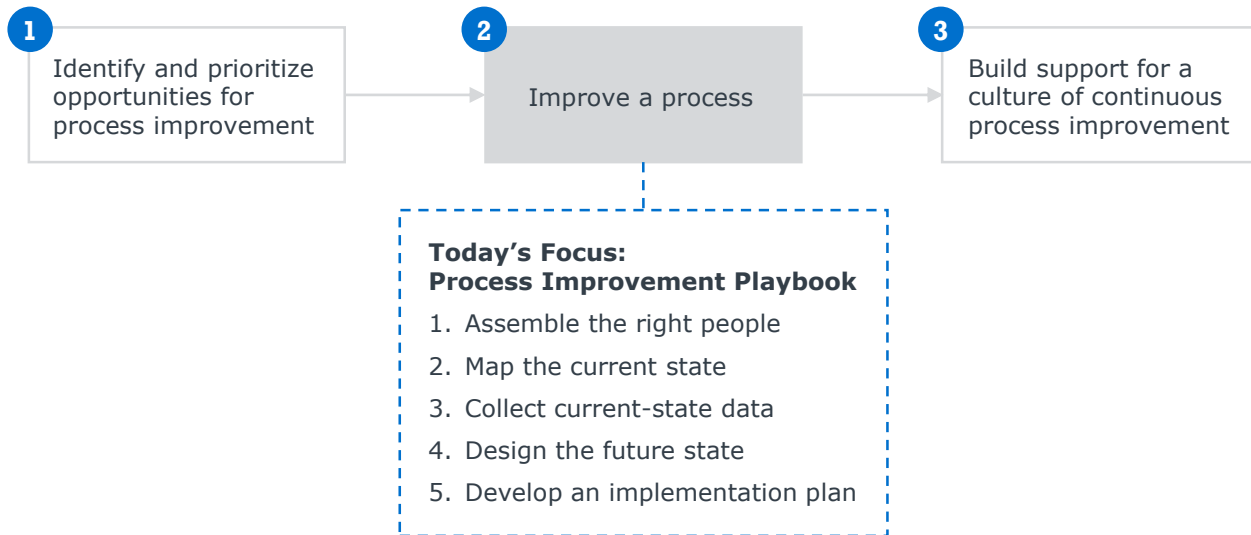
**68 invoices**  
New yearly volume after PI simplifies procurement efforts

1) Purchase orders

# Mapping the Flow of Process Improvement Efforts



Use EAB's Two-Part Webinar Series to Get Started Now



*Register now for the second webinar in the series—  
["A Roadmap for Continuous Process Improvement"](#)—  
which will focus on Steps 1 and 3.*

*Date and time: June 14, 2018, 1 p.m. ET*

# Resources to Guide Your Path to Improvement

Infographic, Process Improvement Primer Available Now



**The Essential Five-Step Recipe for Process Improvement**

**1. Identify the Right Recipe**  
 The recipe you select for your process improvement project should be based on the nature of the process and the organization's goals. Consider the process's complexity, the organization's resources, and the organization's culture. The recipe should be simple enough to implement but also powerful enough to drive the desired change.

**2. Map the Current State**  
 Map the current state of the process to understand the existing workflow, identify inefficiencies, and determine the root causes of any problems. This step involves documenting the current process and identifying areas for improvement.

**3. Define the Future State**  
 Define the future state of the process, taking into account the organization's goals and the needs of its stakeholders. This step involves identifying the desired outcomes and the key performance indicators (KPIs) that will be used to measure success.

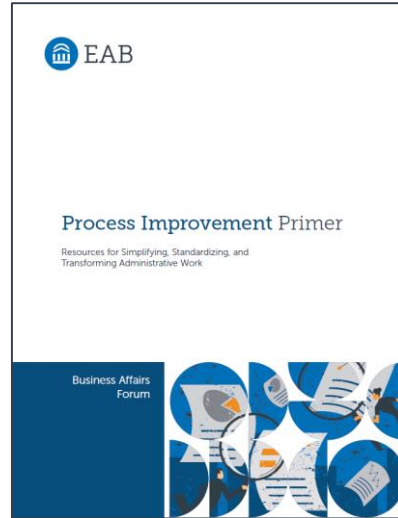
**4. Engage Key Stakeholders**  
 Engage key stakeholders in the process improvement project to ensure that their input is considered and that they are committed to the changes. This step involves identifying the key stakeholders and involving them in the process from the beginning.

**5. Develop an Implementation Plan**  
 Develop an implementation plan that outlines the steps to be taken to implement the process improvement project. This step involves identifying the resources needed, the timeline, and the roles and responsibilities of the project team.

**Key Questions to Ask:**

- What is the purpose of the process?
- What are the goals of the process?
- What are the key stakeholders involved in the process?
- What are the current challenges of the process?
- What are the opportunities for improvement?
- What are the risks of the process?
- What are the resources needed for the process?
- What are the roles and responsibilities of the project team?
- What are the key performance indicators (KPIs) for the process?
- What are the timelines for the process?
- What are the communication channels for the process?
- What are the training needs for the process?
- What are the monitoring and evaluation mechanisms for the process?
- What are the feedback loops for the process?
- What are the documentation requirements for the process?
- What are the compliance requirements for the process?
- What are the security requirements for the process?
- What are the data privacy requirements for the process?
- What are the accessibility requirements for the process?
- What are the sustainability requirements for the process?
- What are the ethical requirements for the process?
- What are the legal requirements for the process?
- What are the industry best practices for the process?
- What are the lessons learned from other process improvement projects?

**Download EAB's Process Improvement Toolkit and learn more about the EAB on the process improvement journey.**



**EAB**

**Process Improvement Primer**

Resources for Simplifying, Standardizing, and Transforming Administrative Work

**Business Affairs Forum**

**Available Now**

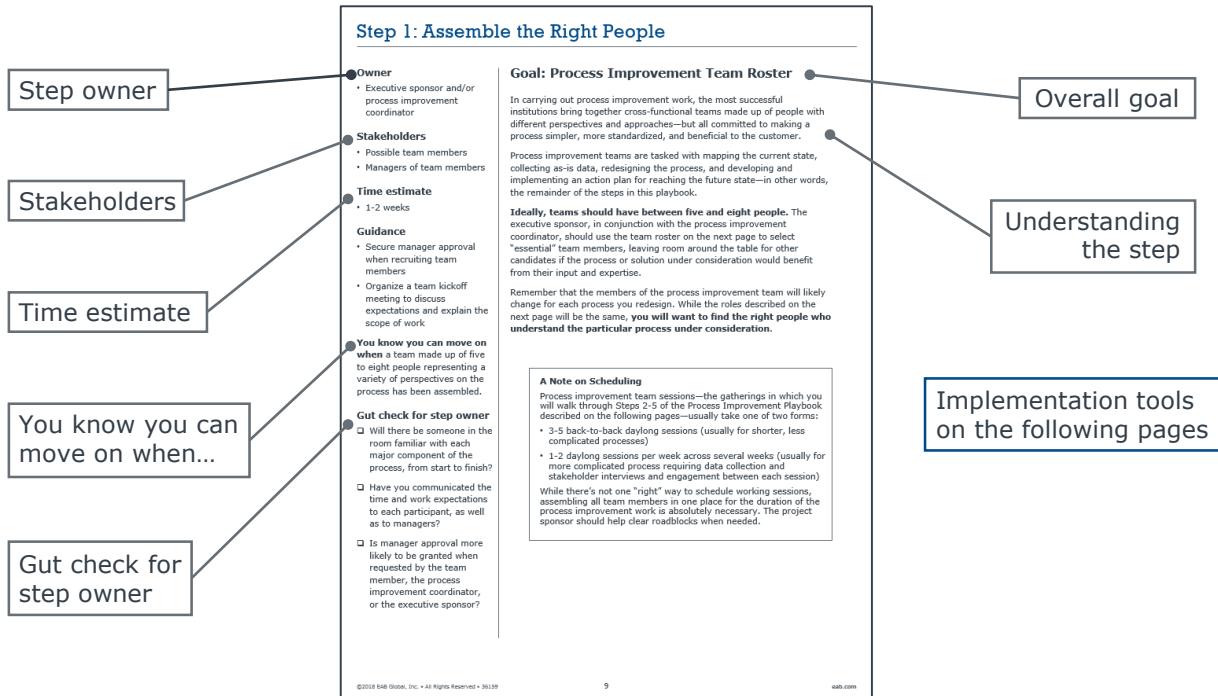
Download at [eab.com/baf/processimprovement](http://eab.com/baf/processimprovement)

Order hardcopies by emailing [research@eab.com](mailto:research@eab.com)



# Primer Pro Tip: Navigating EAB's Step-by-Step Guide

## Keep an Eye Out for These Common Features Across the



# Step 1: Assemble the Right People

## Goal: Process Improvement Team Roster

### University of Louisville Process Improvement Team Composition

- Top three customers
- Lead fiscal officer
- Central office representative
- Unit and central end-users
- Auditors
- Business operations rep

1,000


Years of University of Louisville experience across 6 teams



### Process Improvement Primer Highlights

Guidance for assembling a cross-functional team of five to eight people

#### *Process Improvement Team Roster*



Perspective	Guidance	Names
Process customers (1-2 people)	Customers may interface with the process at its beginning or end (e.g., requesting a work order or receiving some form of payment); their perspective is crucial.	
Unit-based individual contributors (1-2 people)	These team members contribute to some part of the process from a campus unit. Including more than one unit-based contributor can help determine whether work is done differently across campus.	

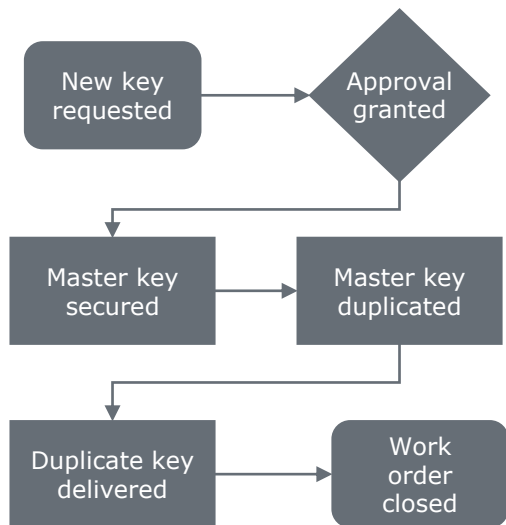
*Follow along!*  
*Primer pp. 9-10*



# Step 2: Map the Current State

## Goal: Understanding Your As-Is Process

### Sample High-Level Process Map for Requesting the Duplication of a Physical Key from Facilities



### Process Improvement Primer Highlights

Guidance across four components:

1. Draw a high-level map consisting of 5-7 steps
2. Drill down to a comprehensive understanding of every process step
3. Ask critical questions while compiling the current-state map
4. Apply judgment to each process step

#### Questions to Consider While Mapping

Why is the step necessary? What value does it provide?

What other steps rely on the step? How do they vary across campus?

What data from this process interfaces with other processes on campus?

What work-arounds, shortcuts, duplicative work, and shadow systems are necessary to complete the process?

*Follow along!*  
Primer pp. 11-13

# Step 3: Collect Current-State Data

Goal: KPIs for Every Process Improvement Project

## Sample Baseline Metrics



Backlog



Process time



Response time



Number of steps



Number of handoffs



Satisfaction



“If you aren’t measuring, tracking, and monitoring data, then you’re not really reengineering.”

*Vice Chancellor for Business Affairs  
Public Research Institution*

## Process Improvement Primer Highlights

*Data Collection Worksheet* to help you articulate:

- Specific metric being measured
- Method used to collect data
- Frequency of data collection
- Who will collect the data
- Necessary skills for data collection
- Steps to ensure data quality



### Remember—baseline metrics should be...

- Tied to the part of the process being improved
- Measurable, expressed in an equation, and simple
- Aligned with business objectives
- Tracked at a proper frequency
- Expressed graphically over time

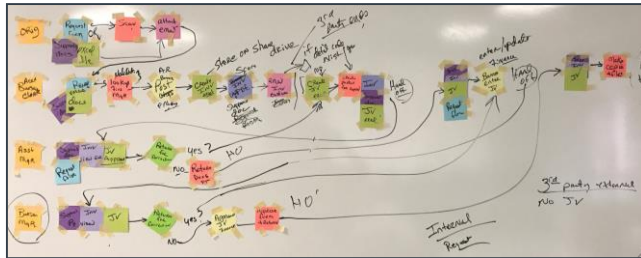
*Follow along!  
Primer pp. 14-15*

# Step 4: Design the Future State

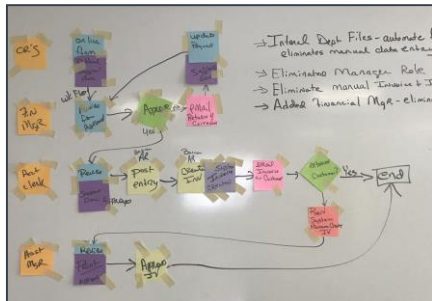
Goal: Determining How the Process Should Work

## University of Memphis: Non-Student Billing

Current State



Future State



## Process Improvement Primer Highlights

Guidance for overcoming common problems through four opportunities:

1. Reduce unnecessary steps  
*Tool: Approval Audit*
2. Parallel processing
3. Batching
4. Shared services

*Tool: Consolidation Diagnostic*

Probing questions for identifying improvement opportunities:

**Based on inefficiencies identified in the current-state map, what steps...**



Can be eliminated or combined with others?

Can be performed in parallel?

Could benefit from technology solutions?

*Follow along!*  
*Primer pp. 16-25*

# Step 5: Develop and Implementation Plan

Goal: Account for All Campus Impacts

## Key Components of Successful Implementation Plans

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**Campus and Unit Policies**



**Staff Engagement**



**Technology**



**Communication**

## Process Improvement Primer Highlights

Guiding questions and possible actions for each of the major areas of effective implementation plans

### Sample questions:

- What current policies need to be enforced or changed?
- What data measurement systems can be utilized or introduced?
- What additional training would help employees learn the process?

### Sample action steps:

- Increase dollar-amount approval thresholds so that approval steps are less frequently triggered
- Develop website or other on-demand tools with FAQs, explanations of the changes, and documentation from process improvement work

*Follow along!*  
*Primer p. 26*

# Additional Resources in the Primer

## EAB's Resources for Every Stage of the Process Improvement Lifecycle

Process Improvement Primer	Content	Page
Section 1: Process Improvement Playbook	<ul style="list-style-type: none"><li>• Guidance for the five essential steps in a process improvement project</li></ul>	7
Section 2: Process Improvement Coordinator Resources	<ul style="list-style-type: none"><li>• Quick-start project template</li><li>• Project charter template</li><li>• Final report template</li><li>• Background reading and networking</li></ul>	27
Section 3: Process Improvement Compendium	<ul style="list-style-type: none"><li>• Detailed case studies of improved processes across six functional areas</li></ul>	39

### Where should I go ...

- My campus is just getting started with this work? – *Process Improvement Primer p. 5*
- I've been assigned responsibility for an improvement project? – *Process Improvement Primer p. 27*
- I need guidance on assembling and scheduling our team? – *Process Improvement Primer p. 10*
- I need to identify opportunities for improvement? – [Process Improvement Resource Center](#)
- I need to prioritize opportunities for improvement? – [Process Improvement Resource Center](#)
- I need some inspiration that this work can yield benefits? – *Process Improvement Primer p. 39*

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



## 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

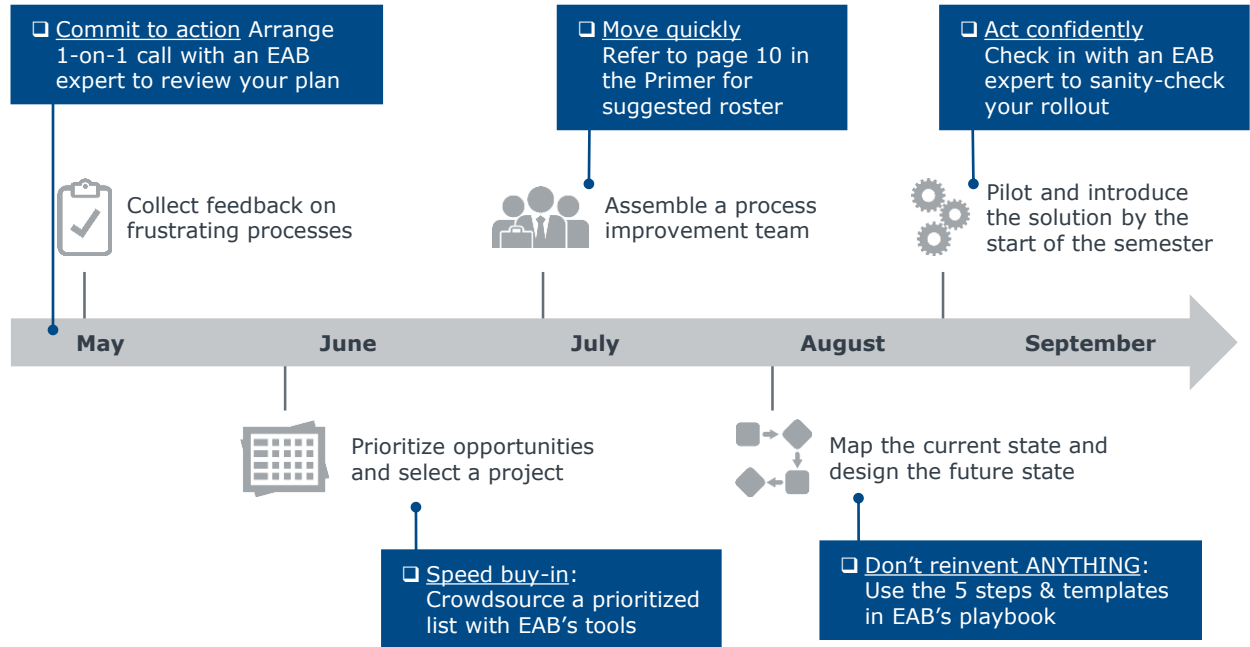
### Case Studies

- **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.

# 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)

**Save the Date:**

["A Roadmap for Continuous Process Improvement"](#)

Thursday, June 14, 2018

1 p.m. ET





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