PROCESS IMPROVEMENT EVENT

UNIVERSITY OF
SOUTH CAROLINA

Access Granting Process

June 20-21, July 21-22 – 2016

The A-Team

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Brian Dusel
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Stacey Bradley

(left to right)

GOALS

- Streamline and standardize the process for granting access

- Establish meaningful control systems

- Improve the quality of service and support provided to people who have access

SCOPE

First step in the process:

Request for access is made in DAPS

→

Last step in the process:

Registrar enters access into DAPS, and sends emails to requester and requestee to confirm access

SIPOC

Process Improvement Project Charter

Use this fillable/savable charter to plan and communicate all key elements of your process improvement project. Start by entering the information you know right now. Add more info as your planning unfolds.

Date this charter was created 5/18/16   Date of most recent revision 6/17/16

1. BACKGROUND

What process is this project aiming to improve?

Process for granting access to student info systems

Why is this project being undertaken?

Staff and faculty need timely access to student information systems and appropriate training to successfully serve students.

What are the top three goals for this project?

1. Streamline and standardize the process for granting access
2. Establish meaningful controls systems
3. Improve the quality of service and support provided by people who have access

2. KEY CONTACTS

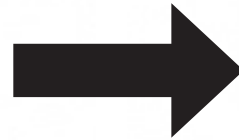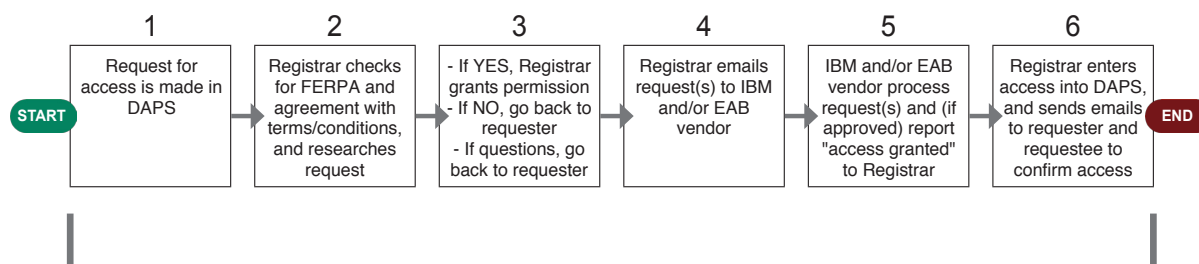| Name	Title and Div-Dept-Office	Email	Phone
Project Sponsor(s) – Establishes the need for the project, ensures that it aligns with top priorities, clarifies the scope, communicates with other areas, provides ongoing support and needed resources, and removes barriers			
Dennis Pruitt, Stacey Bradley	Vice President for Student Affairs and Vice Provost; Senio	dpruitt@mailbox.sc.edu; sbradley@	803-777-4172
Helen Doerpinghaus	Deputy Provost	doerpihi@mailbox.sc.edu	
Session Facilitators – Guide the team during all of its improvement sessions			
Tom Terez	-	tom@NextLevelWorkplace.com	614-571-9529
Logistics Contact – Handles operational details and logistics relating to the project and team sessions			
Melody Boland	Administrative Coordinator	MBOLAND@mailbox.sc.edu	803-777-4172
Data Lead – Takes the lead in gathering, analyzing, and compiling data in advance of the project (see page 3)			
Julia Bellon, Aaron Marterer	Associate Registrar; Registrar	jebellon@mailbox.sc.edu; acmarte@	
Project Manager – Immediately following the team's improvement sessions, this person coordinates implementation, ensures that the project stays on track, tracks baseline measures and projections against actual results, and so on			
Brian Dusel	Technology Coordinator, University Advising Center	duselb@mailbox.sc.edu	

3. PROCESS OVERVIEW

A **SIPOC diagram** provides a high-level, beginning-to-end view of the process – and it shows the relationships between suppliers and inputs, and outcomes and customers. When developing a SIPOC, start by developing a macro flowchart with a maximum of six steps, with each step phrased as a verb-noun action statement. (Use the template below.) Next, identify the outputs, customers, inputs, and suppliers – in that order. (Again, type directly in the boxes.) This early "define" step will help scope the project while uncovering many of the factors that feed into and flow out of the process. The team will review this SIPOC in detail at the start of its improvement event.

1	2	3	4	5	6
START → Request for access is made in DAPS	Registrar checks for FERPA and agreement with terms/conditions, and researches request	- If YES, Registrar grants permission - If NO, go back to requester - If questions, go back to requester	Registrar emails request(s) to IBM and/or EAB vendor	IBM and/or EAB vendor process request(s) and (if approved) report "access granted" to Registrar	Registrar enters access into DAPS, and sends emails to requester and requestee to confirm access → END

...and the suppliers **fourth**	Identify inputs **third**...		Identify outputs **first**...	...and customers **second**
SUPPLIERS	**INPUTS**	PROCESS	**OUTPUTS**	**CUSTOMERS**
Who provides the inputs?	What materials, resources, services, information, and data feed into the process?		What services or other outputs result from the process?	Who are the people, offices, and organizations that receive the services?
- For Advisors: Initial DAPS request by Brian - For Student Services Staff: Initial DAPS request by user or Melody Boland on user's behalf (EAB only) - Julia Bellon for Registrar: processes DAPS requests, initiates DegreeWorks/DataWarehouse /INB to IBM, initiates EAB access to EAB	- Request forms (1 each for Self Service Carolina/Banner and DegreeWorks) - Signatures on forms - DAPS request initially filled out by UAC rep, user, or Melody - DAPS request terms/conditions accepted by user		Access to Systems	Primary customer: Advisors Faculty Student Services Staff Other customers: Students (they are the ultimate beneficiaries of this process)

Suppliers • Inputs • Process • Outputs • Customers

KEEP CALM AND LEAN ON

1801

LEAN

Customer focus

Process perspective (thinking horizontally)

Optimizing the flow

Eliminating inefficiencies

Adding value

Preventing problems
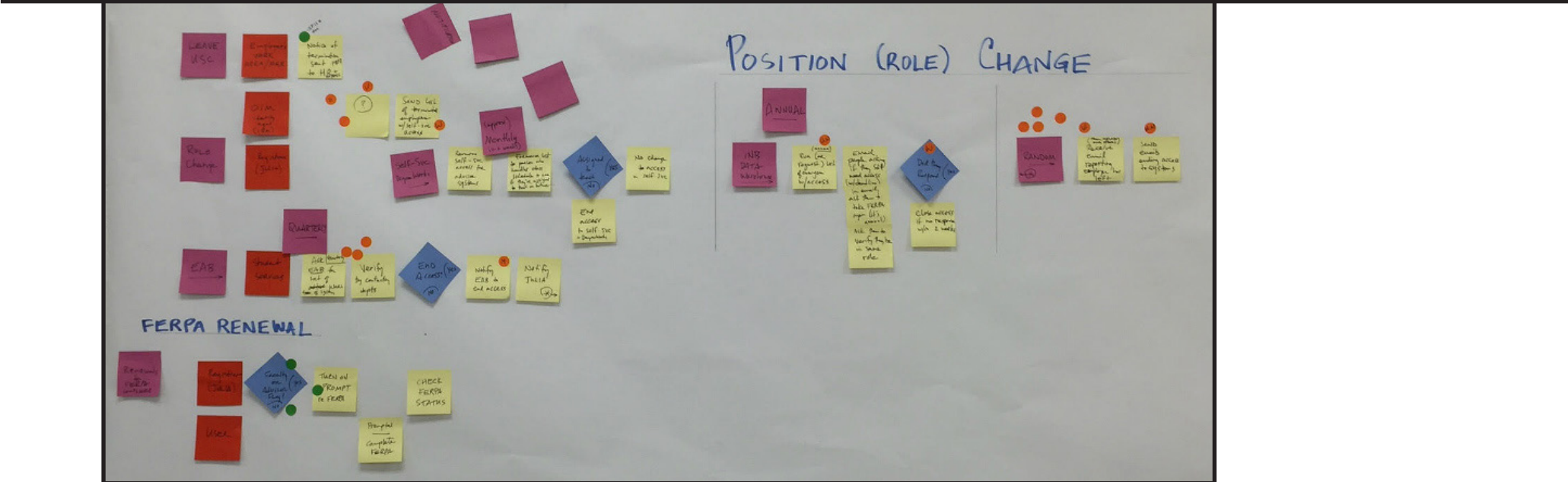
KEEP CALM AND LEAN ON

改善

KAIZEN

change for the better

KAIZEN BLITZ:

4+ intense days
Action-focused
Real improvements

Mapping the current-state process

Identifying occurrences of waste

T	I	M	U	W	O	O	D
TRANSPORTA- TION	**INFORMATION, INVENTORY**	**MOTION**	**UNDERUTILIZA- TION**	**WAITING**	**OVERPRODUC- TION**	**OVERPRO- CESSING**	**DEFECTS**
• Transport from office to office • Transport from floor to floor • Transport from building to building • Other trans-portation and travel	• Storage • Printed in advance • Work in process • In the warehouse • Requiring unnecessary information on a form	• Inter-office movement • Office to office • Cubicle to cubicle • Going to the copier or scanner • Going to the fax • Going for files or to a storeroom • Reaching	• Employees • Talent • Office space • Technology • Equipment	• Nonproductive time • Waiting for: • Copier • Scanner • Delivery • Catchup • Person up-stream • Mail/shipper • Computer	• Making too many • Making in advance of requests • Throwing away the ex-cess • Things getting outdated • "We have to be ready" • Not cautious, but wasteful	• Adding things nobody wants • Bells and whistles • Reports that nobody reads • Trying to achieve "the best" • Better than good enough • Beyond cus-tomer expec-tations	• Mistakes • Broken • Inaccurate • Difficult to read • Forms, instructions difficult to understand • Wasted materials • Returns

Waste is a **SYMPTOM** of a problem (rather than a root cause)

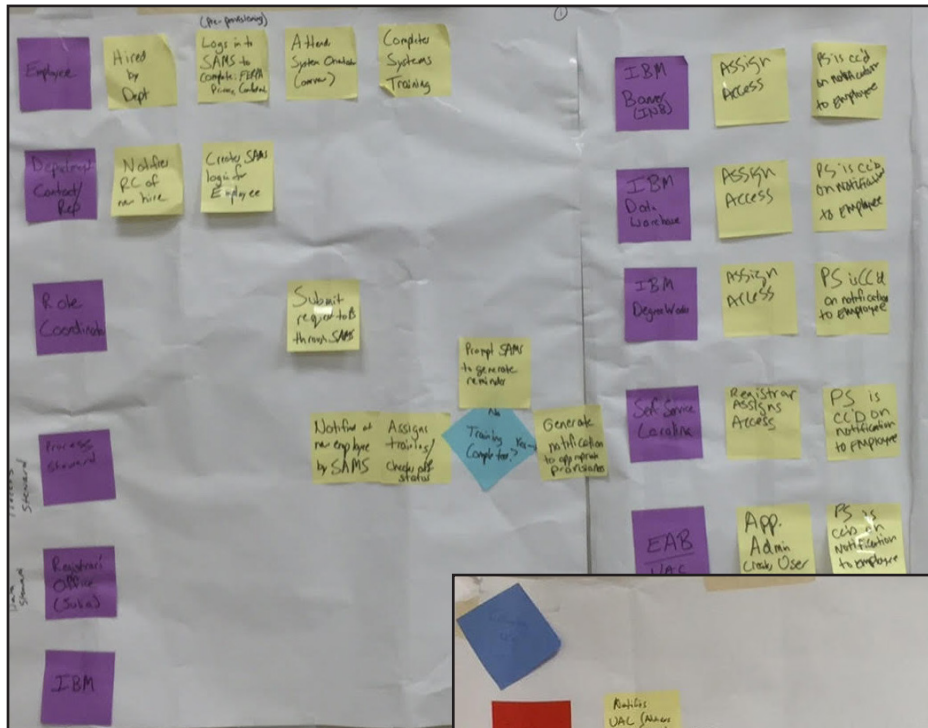Identifying occurrences of waste

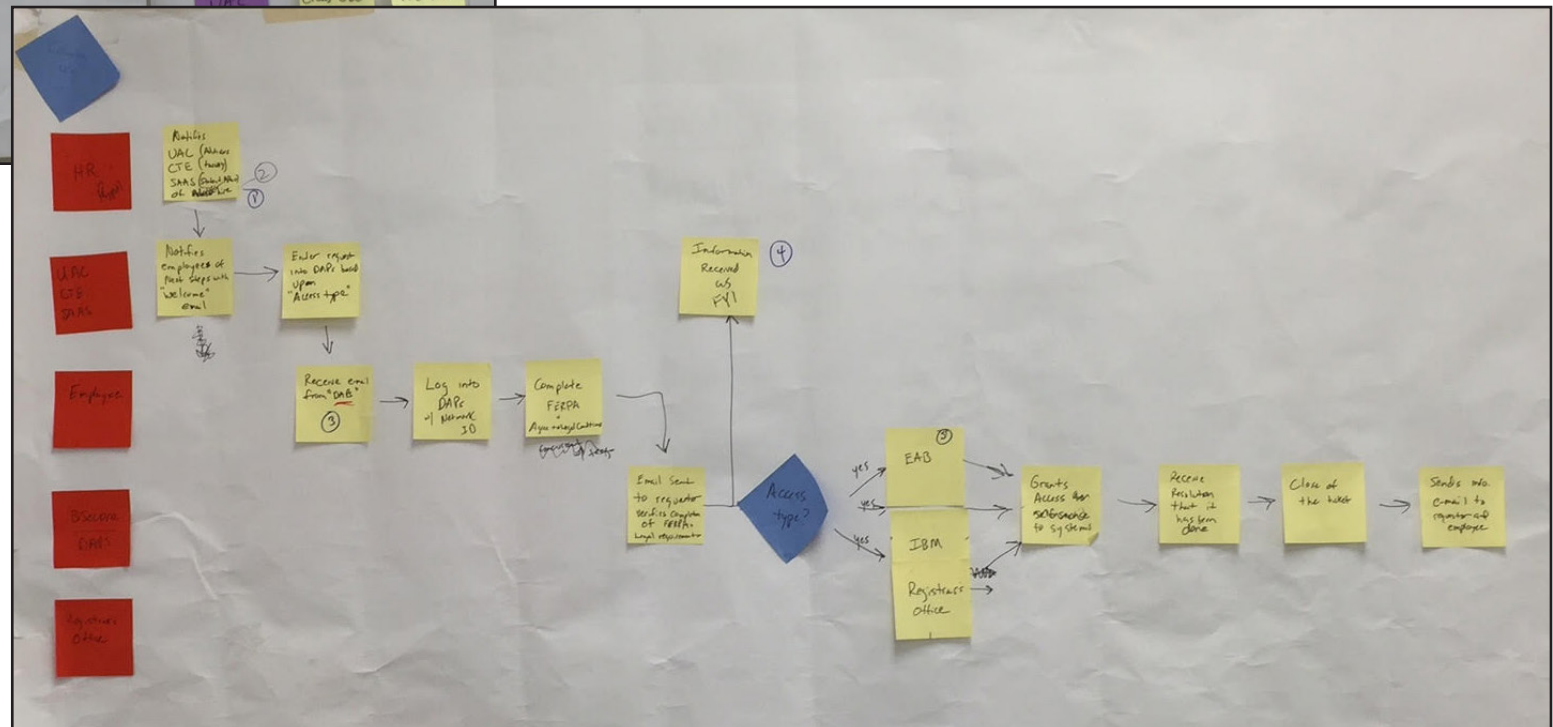Learning Lean concepts
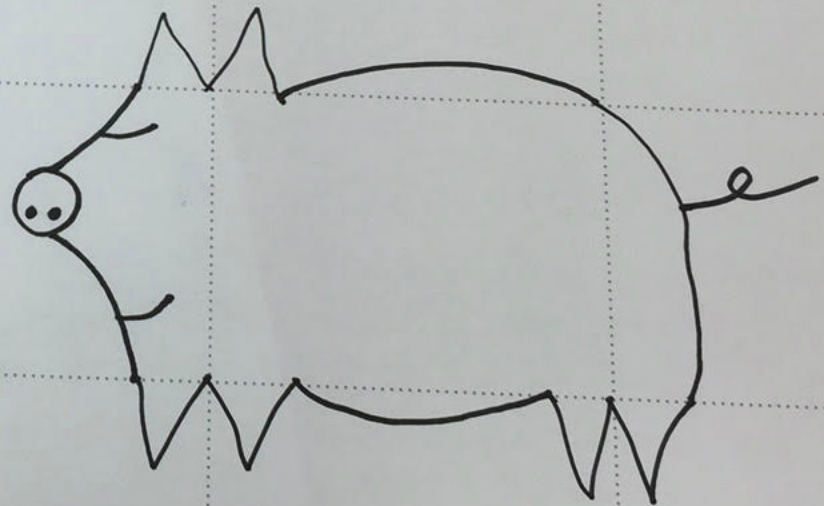
Generating/prioritizing improvements

Generating/prioritizing improvements

+70 IMPROVEMENT IDEAS!

Drafting clean-sheet redesigns
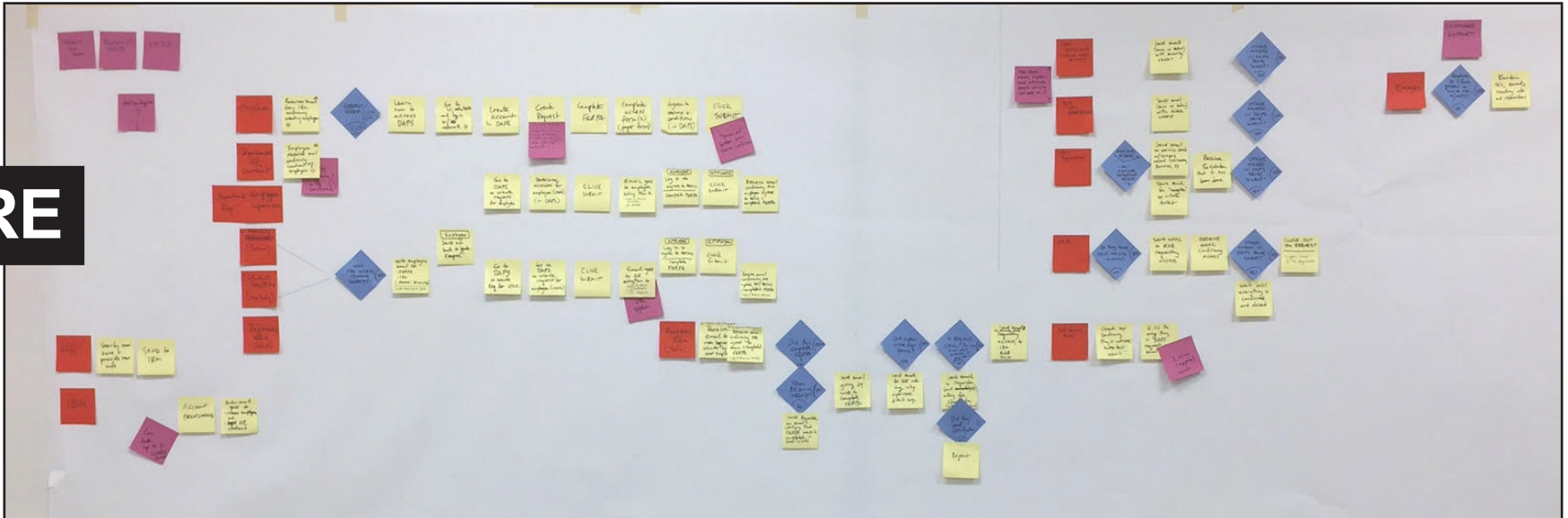

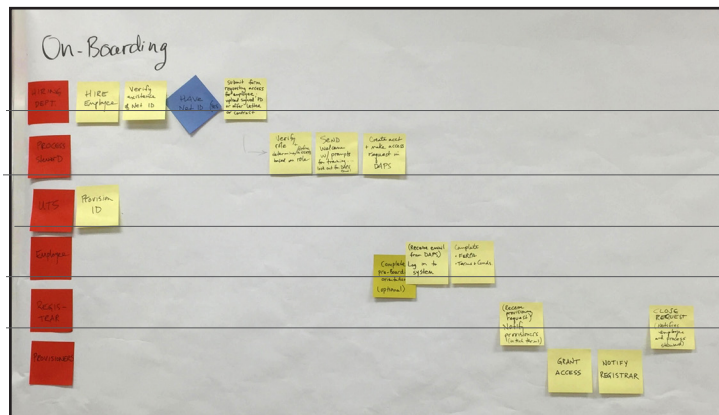Developed in two subgroups

Discussing clean-sheet redesigns
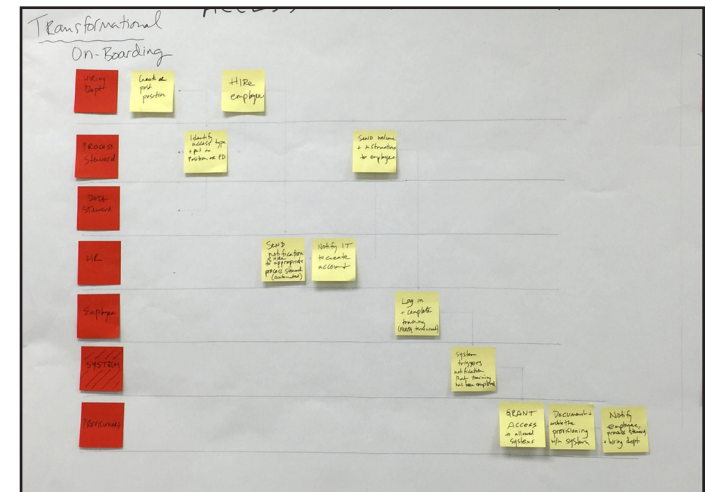
Current-state process

BEFORE

Future-state process
near term

AFTER

Future-state process
long term

Long-term transformation

KEY IMPROVEMENTS:

- Strategy development for OIM, Portal, Role Management, and Electronic Forms/Workflow

- Identify and define access types

- Embed access roles in position descriptions

- Develop checklist of needed training by role

- Enhance (or build) system to support electronic form and flow (Create online version of PBP-7, to be called "Notice of Separation)
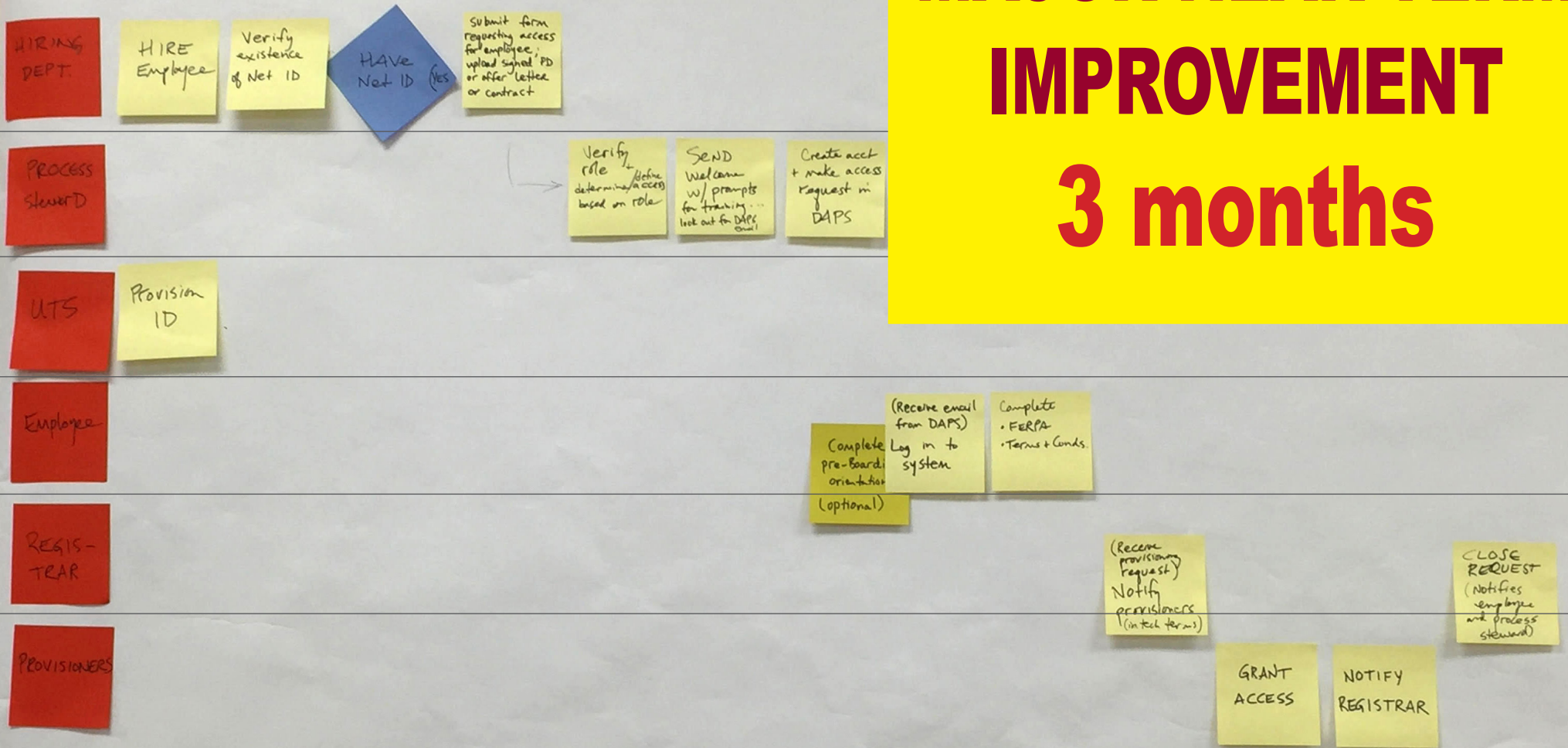
Major near-term improvements

KEY IMPROVEMENTS:

- Establish the "process steward" role to serve as key guide and gatekeeper in the process

- Place greater accountability on hiring departments at the front end of the process, to ensure that incoming requests for access are complete and ready for processing

- Embed authorizations earlier in the process

- Ensure that roles are defined by departments, and not by the employee or by "the system"

Benefits

SIMPLER

- Fewer entry points
- Consolidates multiple process
- Simplified form; customer-friendly language

FASTER

- Fewer loopbacks (e.g., moving up authorizations)

BETTER

- Greater awareness of access by departments (because they own it)
- Gives customers clear guidance
- Embeds training/learning into the process
- Aligns job responsibilities with access
- Strengthens initial access security ... and stakeholder confidence

Scorecard

MEASURE	CURRENT	FUTURE	% REDUCTION
Steps	39-47	14	64% - 70%
Handoffs	Employee: 6 Dept Rep: 6-10	6	0% - 40%
Loopbacks	7	2	71%
Decision Points	13	2	85%
Delays	10	4	60%
Lead Time	Best: 2 days Worst: 30+ days	Best: 1 day Worst: 30+ days	0% - 50%
Redirected Work Hours *Projected annual time savings when new process is in place*	525 hours		

Redirected Work Hours

Implementation Plans

- **Role Definition Plan** – Aaron

- **IT Plan** – Ryan

- **Training Framework Plan** – Alicia

- **Communication Plan** – Stacey

Team Member Testimonials
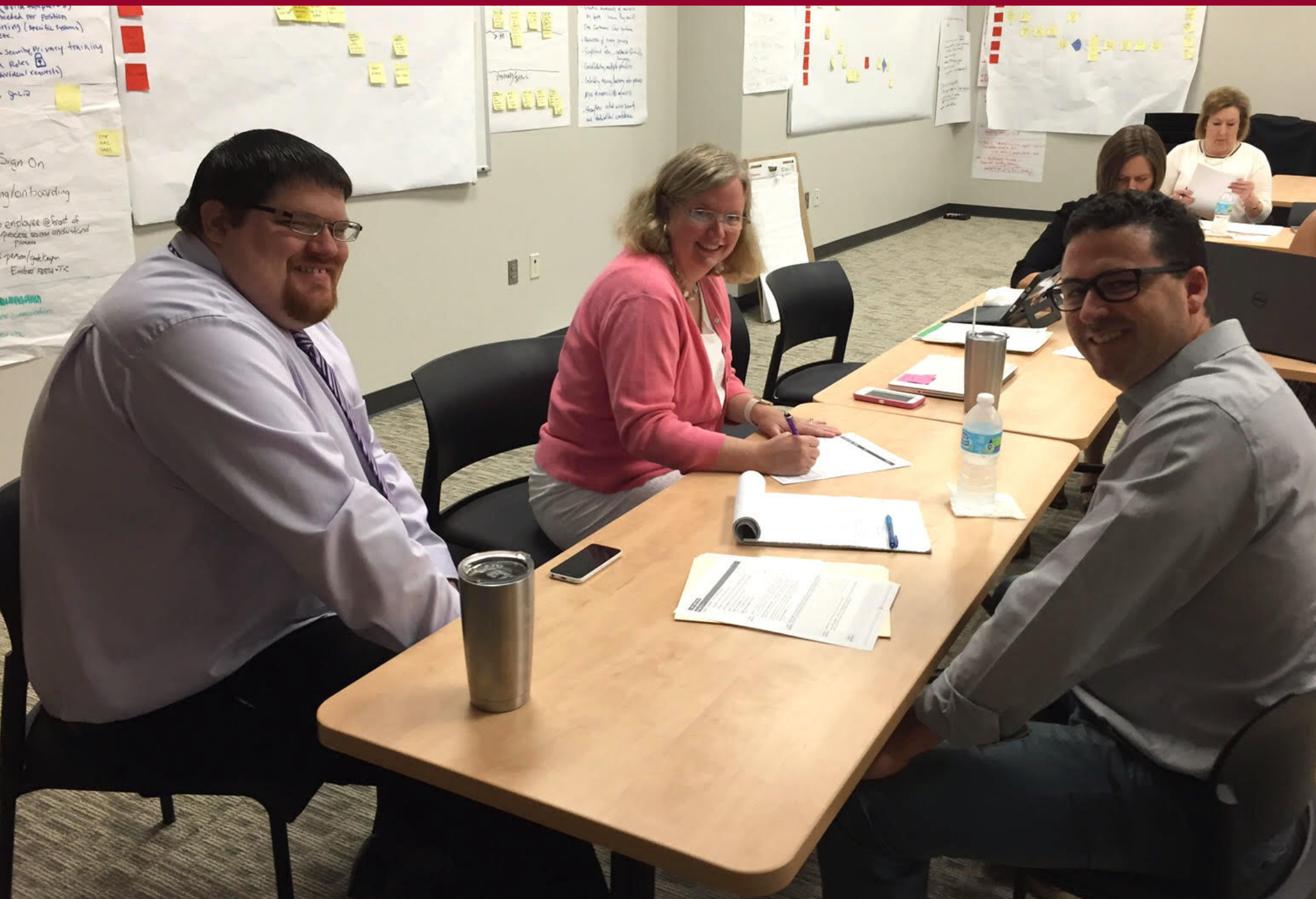
NextLevelWorkplace.com/**UofSC**   password = **garnet1801**

THANK YOU!

Sponsors

Dennis Pruitt, Vice President for Student Affairs and Vice Provost

Helen Doerpinghaus, Deputy Provost

Stacey Bradley, Senior Associate Vice President for Student Affairs and Academic Support

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Caroline Agardy, Associate Vice President for HR Programs and Services

Nathan Strong – HR

James Perry, Chief Information Security Officer

John Waters, Stacy Lee – HR Operations

Melody Boland, Sarah Jusiewicz – Customers

Michelle Bridge, Nick Elzy