AUA Annual Conference 2019

‘THERE’S GOT TO BE A BETTER WAY …’

Steps to Process Improvement

Clare Bennett
Principal Consultant
Purple Consultancy
clare.bennett@purpleconsultancy.com

Victoria Stone
Manager (Business Processes)
Manchester Metropolitan University
V.L.Stone@mmu.ac.uk

Purple

AGENDA

1. Introductions
2. Who are Purple Consultants?
3. What is BPR?
4. How Manchester Met. University improved their processes
5. Process discovery activity

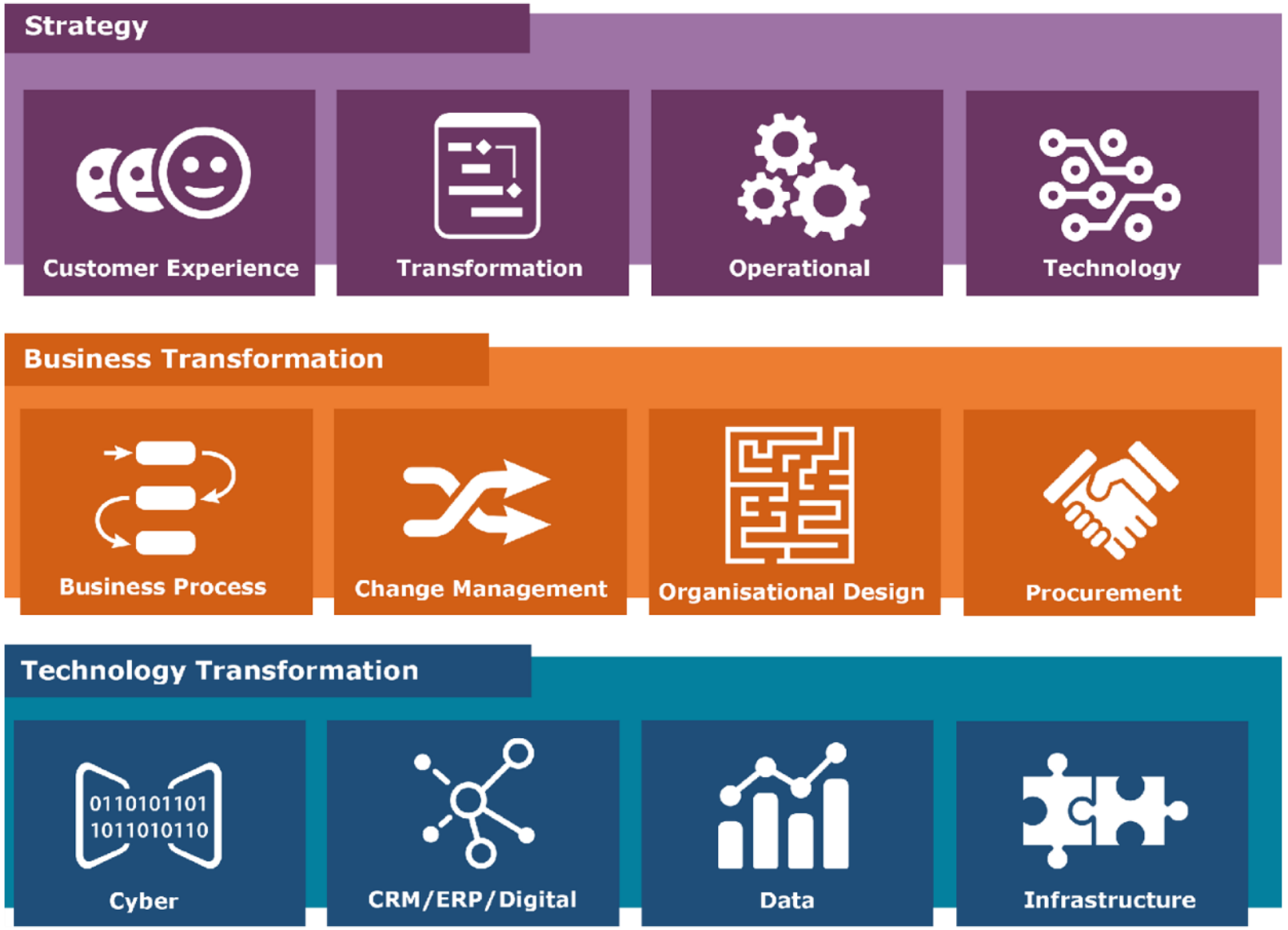
Purple

INTRODUCTION

Purple's Experience

- Not-for-Profit/Membership
- Higher Education
- Financial Services
- Insurance

How we work with our clients



What is BPR?

What is Business Process Review?

Process

Series of interconnected activities that transform inputs into outputs

Process Map

Pictorial representation of the sequence of activity that comprise a process

Process Library

Repository for process maps

There's got to be a better way …

STEP ONE: PROCESS DISCOVERY

Discover what processes you have.

- How many?
- Complexity?
- Opportunity for **process improvement**, **efficiency**, **automation** & technology enablement, increased engagement & satisfaction

STEP TWO: MAP AS-IS

What steps do you take for your current processes?

- Map out your As-Is processes

STEP THREE: MAP TO-BE

What does the future state look like?

- Map out your To-Be processes

Process Discovery

Identify processes at a high-level

Sample Tool to Analyse Processes

Purple Process I	Department	Process Name	Process Description	Process Outcomes & Objectives	Comments	Documentation sta	External stakeholder int	Complexity	Process improvement opportu ?	Process improvement opportu ratin	Process improvement opportunity comments	Automation opportunity ?	Automation opportunity ratin	Automation opportunity comments	Process improvement scor	Process automation sc	Aggregated sco	Aggregated opportunity ratin	Process improvement percent	Process automation percent	Overall improvement opportu
MMU-PRO-001	Marketing & Recruitment	Produce the brochures and mini guides				Full	Yes	Medium	Yes	Medium	Removal of the repeated rework loops relating to the creation of the brochures and mini guides.	Yes	Low	Immediate access to the correct data would reduce the time taken to compile the contents of the brochures and mini guides. The introduction of workflow will improve the content approval process.	2	1	3	Medium Opportunity	25%	10%	25%
MMU-PRO-002	Applications & Admissions	Prepare for online application				Full	Yes	Medium	Yes	Medium	Opportunity to remove rework from the process and to increase efficiency through standardisation.	Yes	High	Automation of the maintenance of course listing for online application would significantly improve the process.	2	3	5	High Opportunity	25%	50%	50%
MMU-PRO-003															0	0	0	N/A	0%	0%	0%
MMU-PRO-004																		N/A	0%	0%	0%
MMU-PRO-005																		N/A	0%	0%	0%
MMU-PRO-006																		N/A	0%	0%	0%

Process ID

Department

Process Name

Process Description

Process Outcomes & Objectives

Comments

Documentation status (full/part/none)

External stakeholder interaction? (yes/no)

Complexity (high, medium, low)

Process improvement opportunity?

Process improvement opportunity rating (high, medium, low)

Process improvement opportunity comments

Process improvement opportunity comments

Automation opportunity? (yes/no)

Automation opportunity rating (high, medium, low)

Automation opportunity comments

Process improvement score

Process automation score

Aggregated score

Aggregated opportunity rating

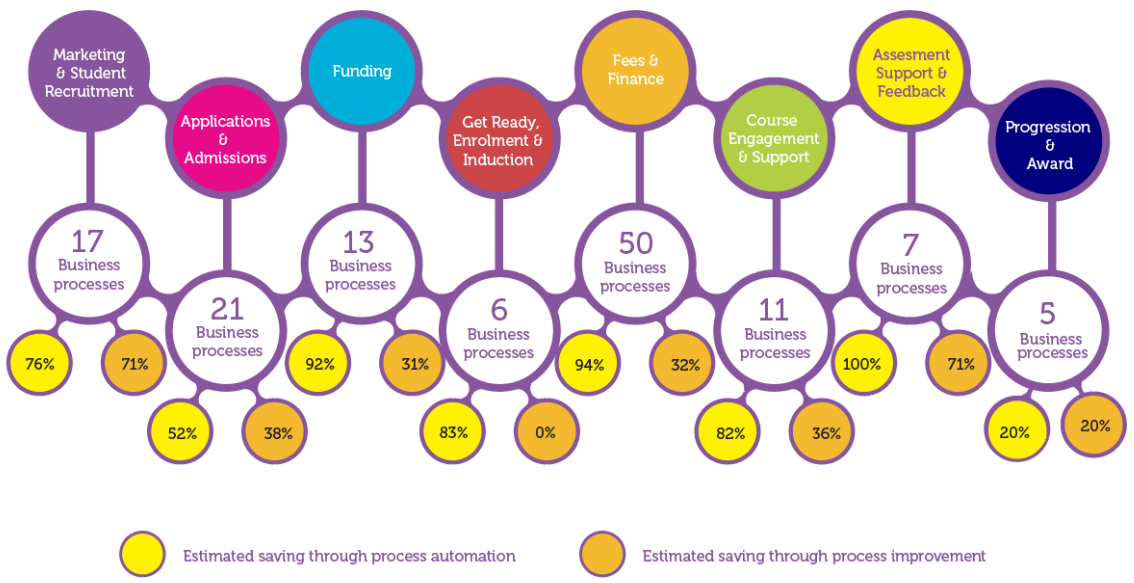
Process improvement percentage

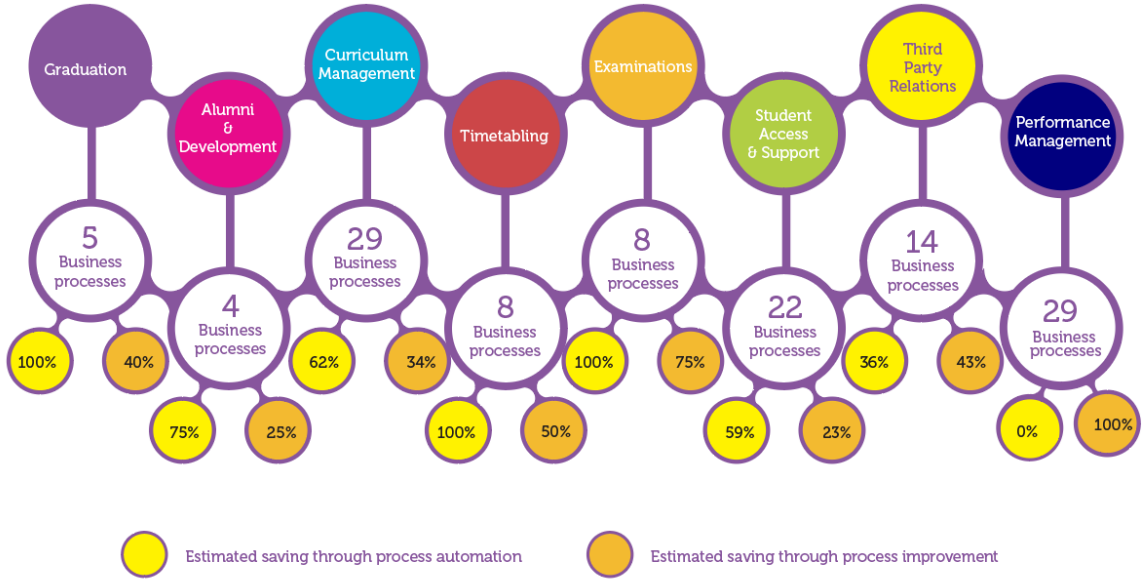
Process automation percentage

Overall improvement opportunity

Transformation Opportunities Summary

This is an example of opportunities for improving efficiency and process automation at business function level.





E.g., Marketing & Student Recruitment = 17 business processes

76% opportunity for improved operational efficiency through process automation

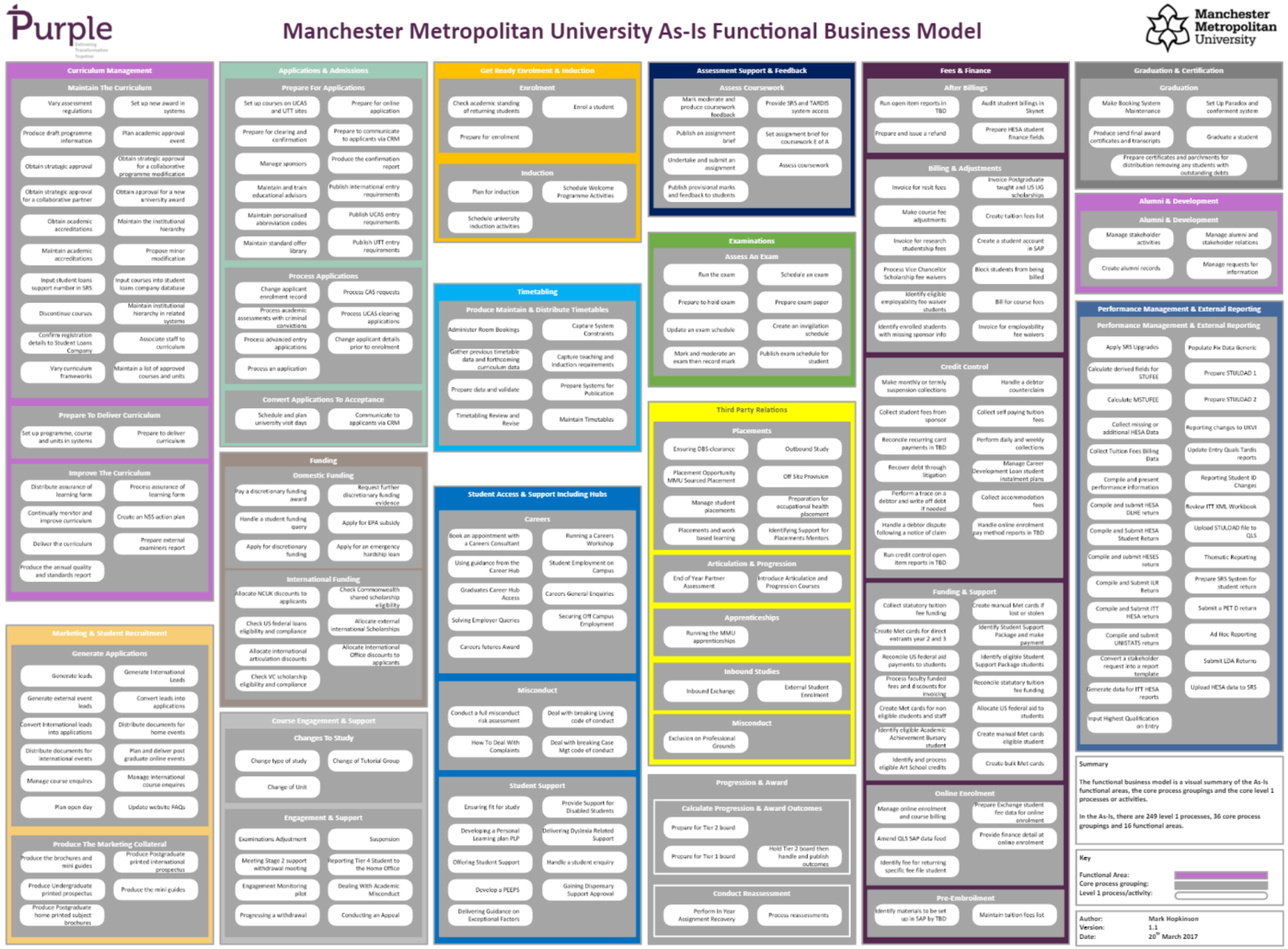
71% same processes also deliver operational efficiency through process re-engineering/improvement

Transformation Opportunities Summary

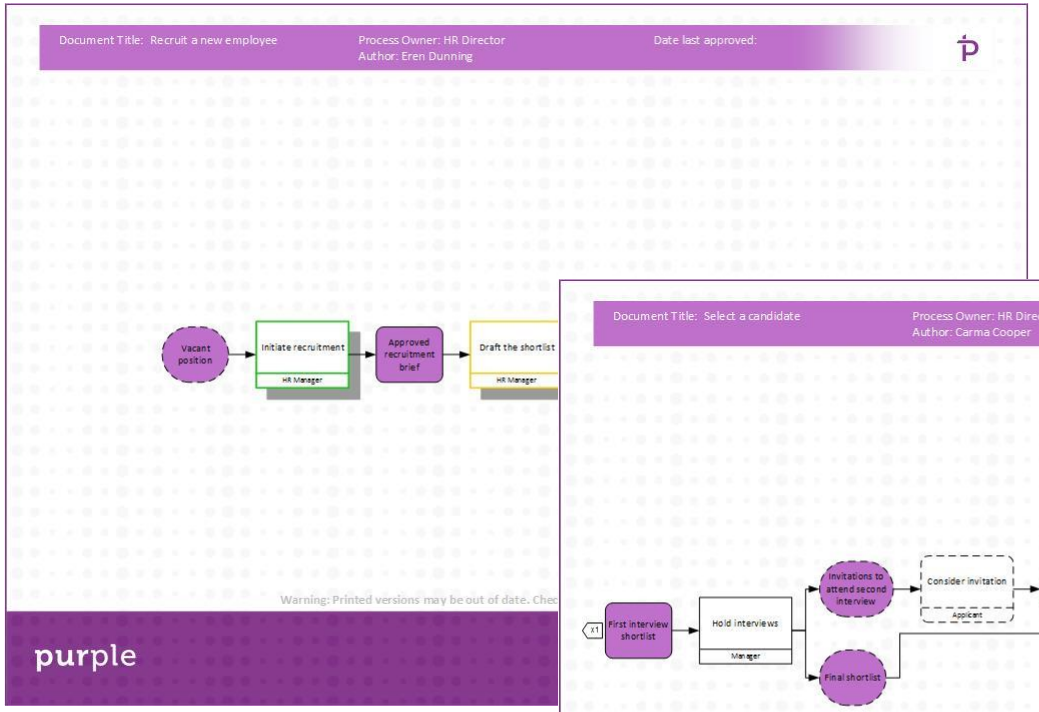
This is an example of opportunities identified per function at process level.

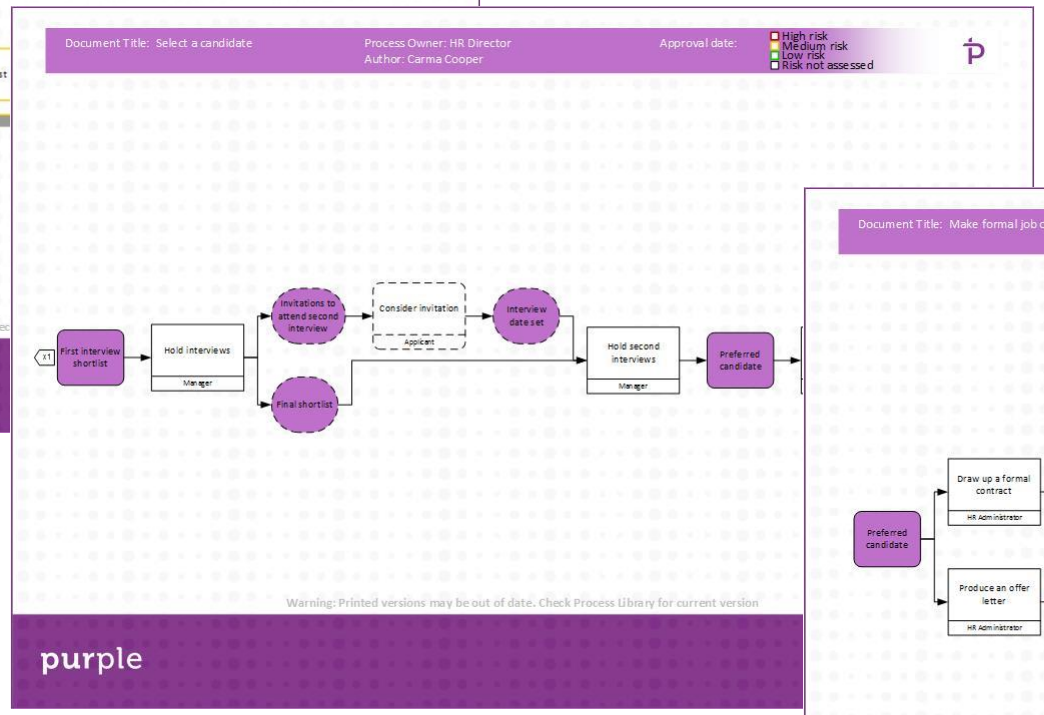
Functional Area	Process Name	Process improvement opportunity	Process improvement opportunity comments	Process automation opportunity	Process automation opportunity comments	Aggregated opportunity
Third Party Relations	Introduce Articulation and Progression Courses	High	Consolidate the process with Apprenticeships, Placements, Outbound, Articulation and Progression, as all process are similar in terms of (identify opportunity or placement, design course content or learning elements, mentoring, assessment and completion.	N/A	Limited automation opportunity.	High
Third Party Relations	Manage student placements	High	During the Predeparture support there are two key areas of Risk, (Ensure Occupational Health has been completed and DBS approval). The ideal situation is that both of these requirements are completed prior to the student commencing the course, e.g., at enrolment. It would remove the waiting time, the requirement of the additional process of checking the government 99 list and eliminate the current risk health, safety and security for both student and placement recipients.	High	Remove the requirement to fill in time sheets and separate forms by introducing a placement App linked to the student record or profile. App will need to be accessible to Mentors, placement team, Student and course Leaders. App should include all necessary requirements to complete placement criteria including attachments of progression evidence, evaluations and assignments.	High
Third Party Relations	Outbound Study	High	The is a very repetitive process of (partnering, application, prerequisites and various stages of acceptance. If a system could allow all the potential partnerships to suggest the opportunities that exist and the necessary prerequisites prior to marketing or involving students this would enable time, and money to be directed at directly advertising the real opportunity's. Any Student wishing to apply would know the prerequisites prior to applying and the requirements of the partner university would be guaranteed.	High	If a system could accommodate all the partnership universities, and prerequisites a marching opportunity would exist prior to any student making an application.	High

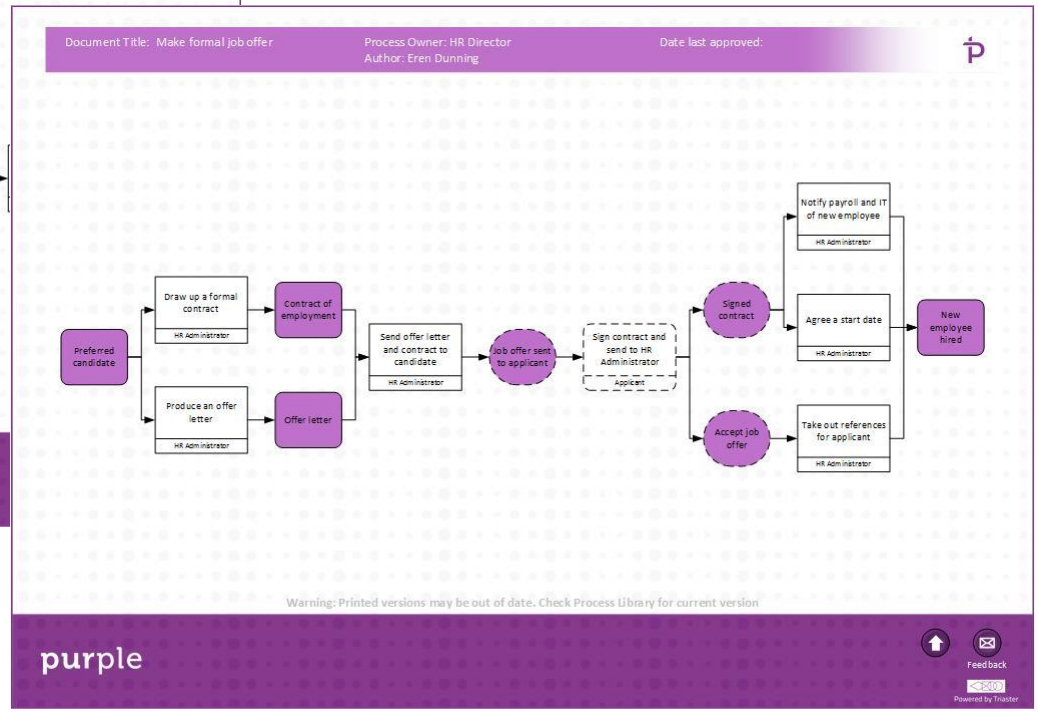
As-Is Functional Business Model



Process Maps







Process Library

- Recruitment
- UCAS Admissions
- Direct and Third Party Admissions
- Enrolment
- Student Academic Management
- Student Financial Services
- Assessments
- Progression and Completion
- Student Support
- Graduation
- Alumni and Development

- Student Journey Operations Team
- Marketing
- Curriculum
- Data Quality and Statutory Returns

Steps to Process Improvement

KNOW YOUR WHY

Every change must start with why

EXECUTIVE SPONSOR

Change happens with leaders

PRIORITISE

High rated process improvement opportunities

MOBILISE

Team chosen to investigate

DIAGNOSE

Process improvement of Identified opportunities

IMPROVE

Implement, document, train

ADOPTION

It's all about adoption

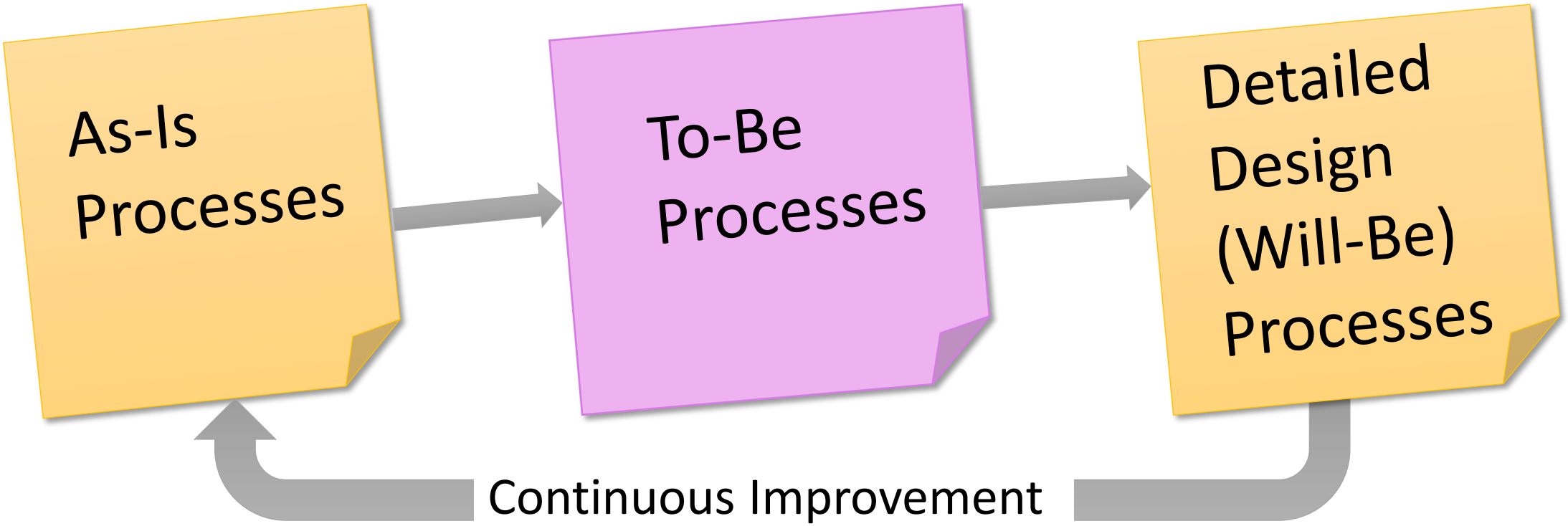
CONTINUAL IMPROVEMENT

Review, monitor and adjust

Purple

How Manchester Met. University Improved Their Processes

Transforming Manchester Met.



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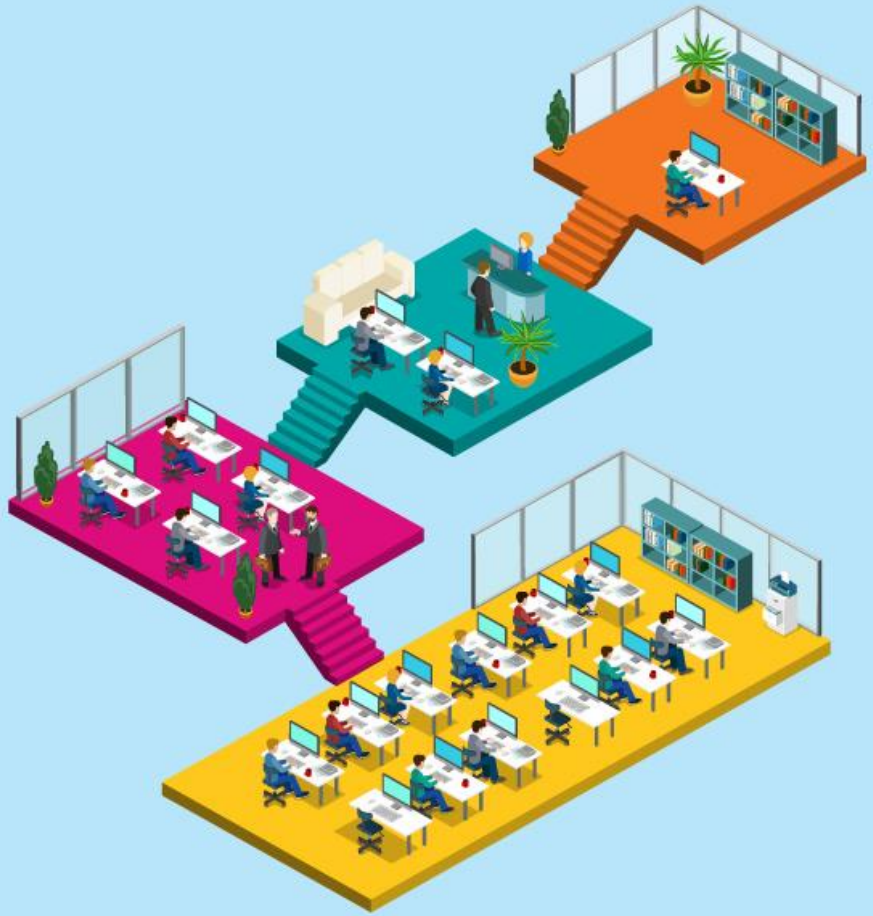
Interviews and auditions
Offer library
International applicant processing
Safeguarding
Fee status
Schools direct
Confirmation
UCAS applicant processing
Clearing
UCAS system set up



Process a UCAS Application

- Review and make decision on UCAS applicant
- Prepare and make offer to UCAS applicant

- Review admissions and UAM record for UCAS applicant
- Make a decision on a UCAS applicant
- Prepare offer to UCAS applicant
- Make offer to UCAS applicant

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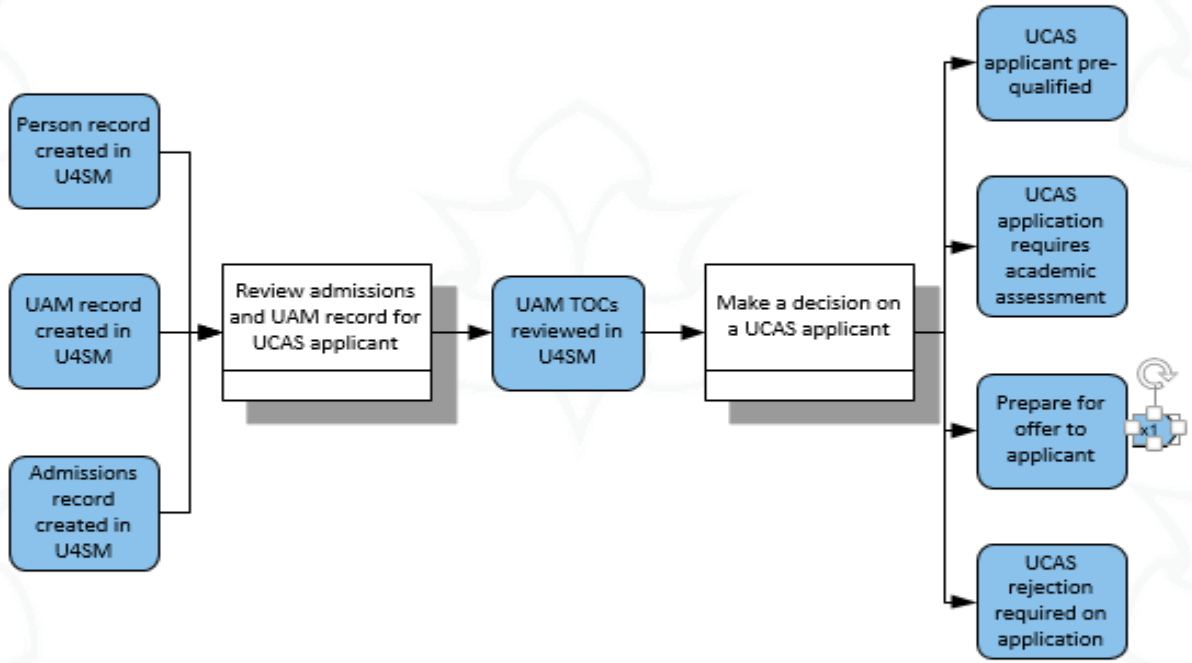

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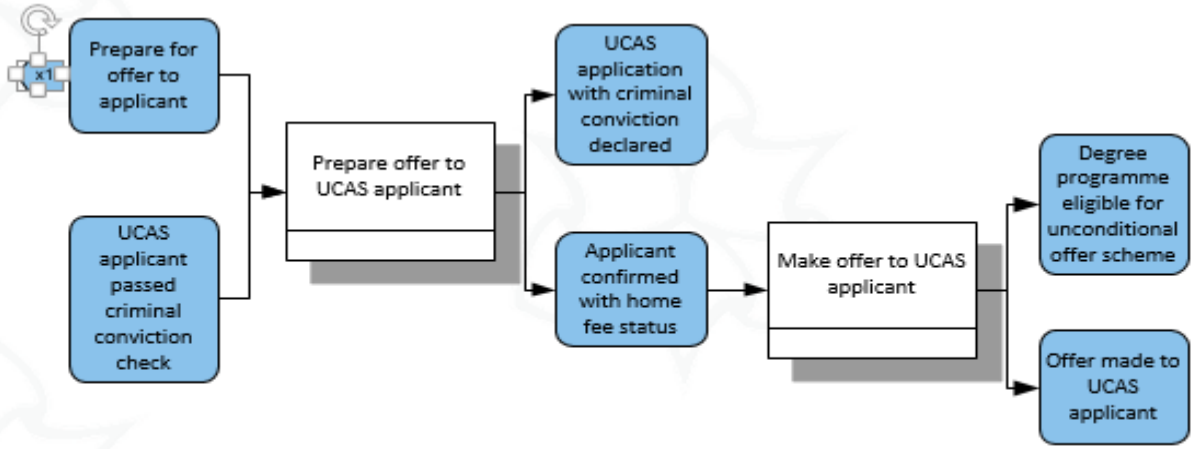

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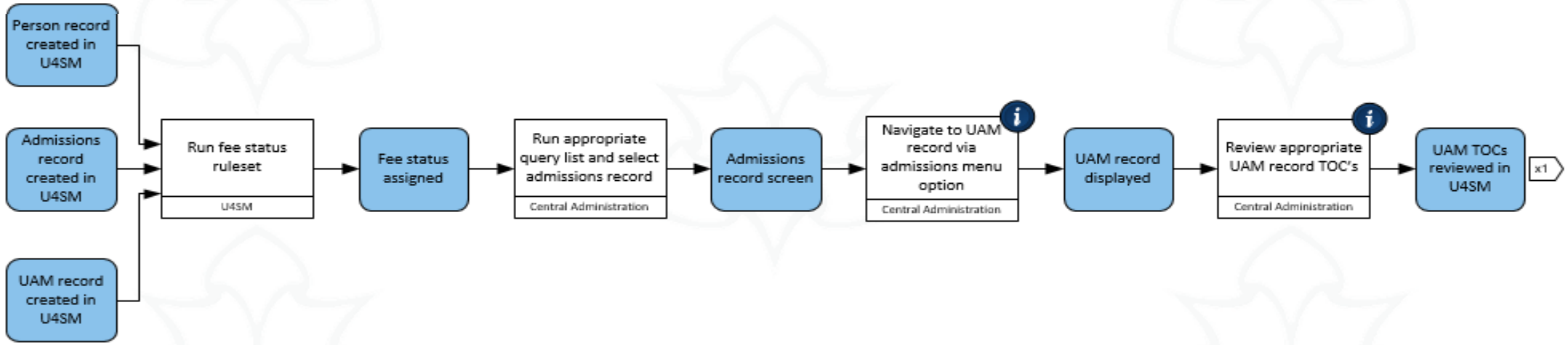

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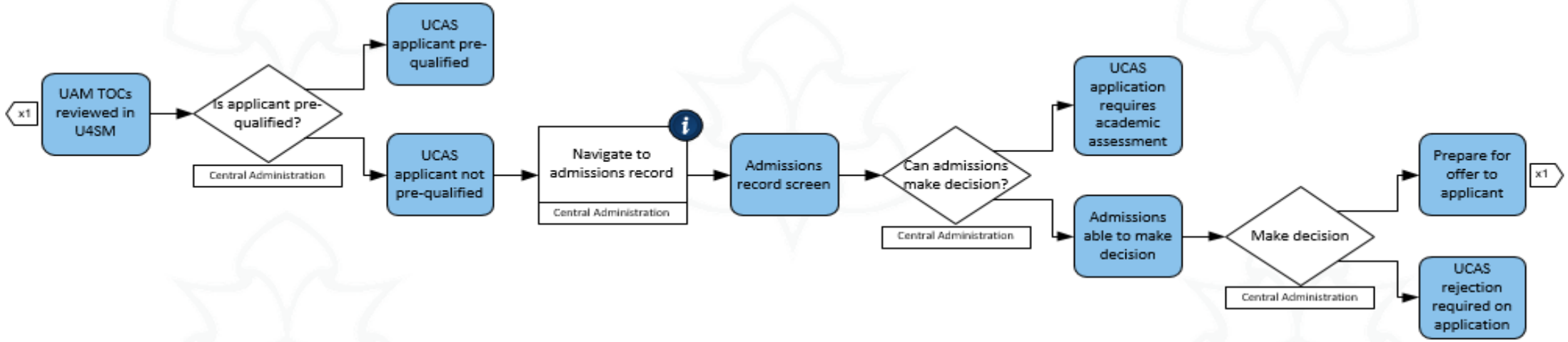
Document Title: Make a decision on a UCAS applicant

Process Owner: Head of Admissions

Author: Sarah Tomlinson

Date last approved:



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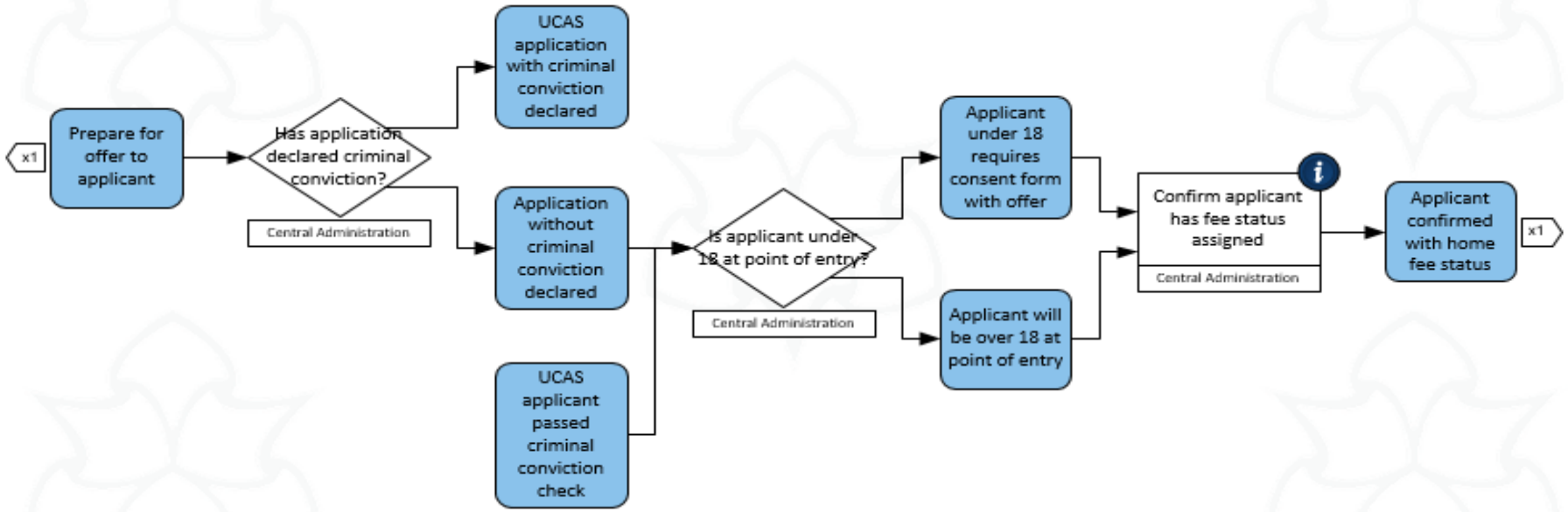

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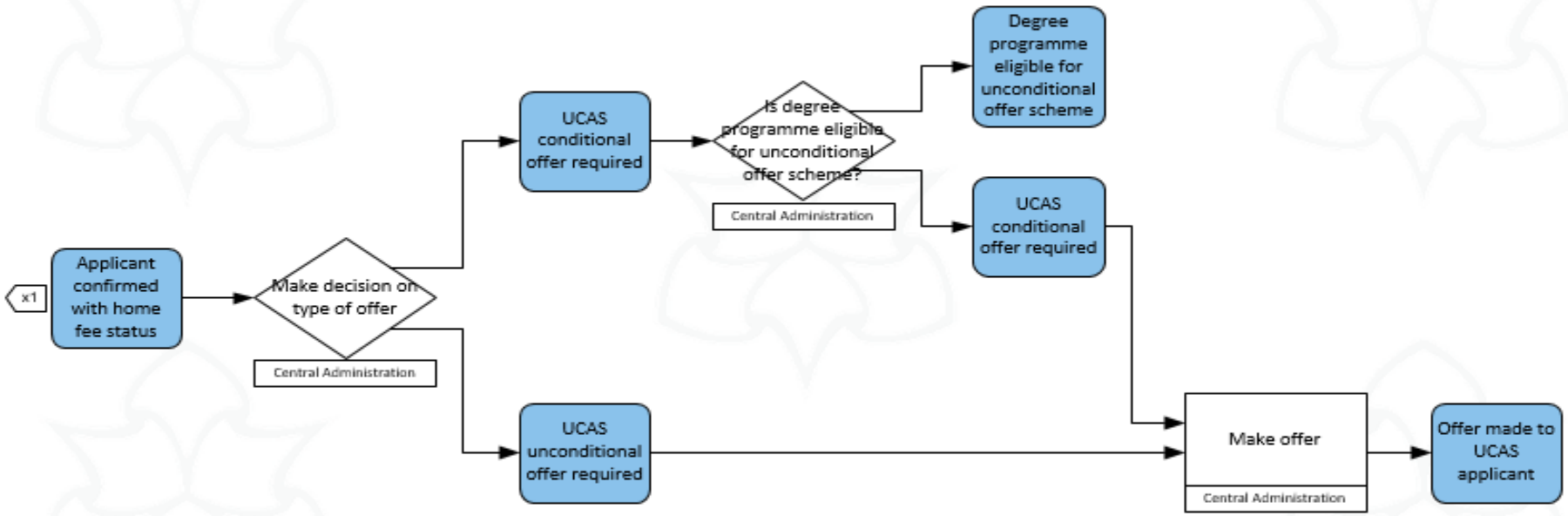

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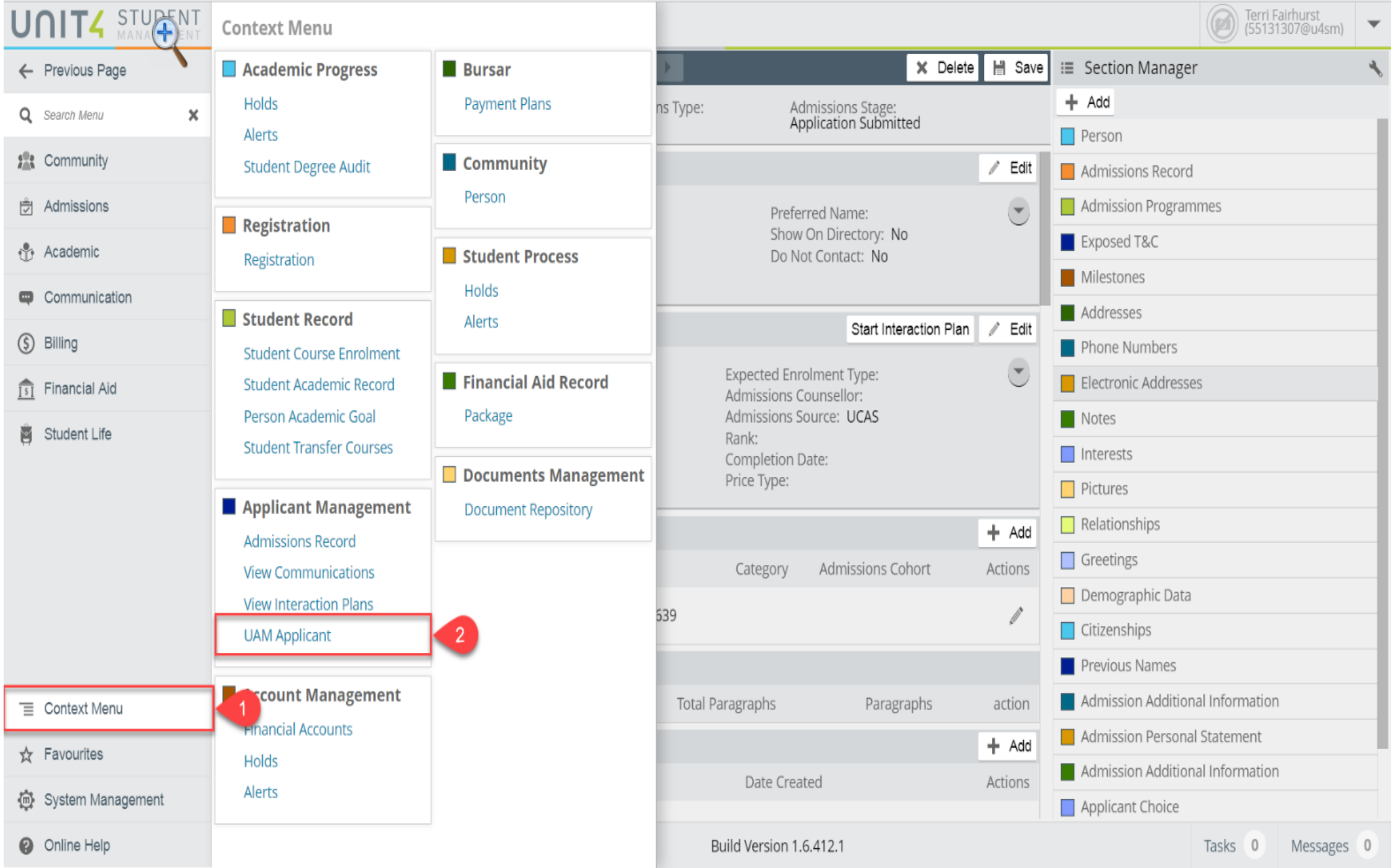
UNIT4 STUDENT MANAGEMENT
Previous Page
Search Menu
Community
Admissions
Academic
Communication
Billing
Financial Aid
Student Life
Context Menu
Favourites
System Management
Online Help
Context Menu
Academic Progress
Holds
Alerts
Student Degree Audit
Registration
Registration
Student Record
Student Course Enrolment
Student Academic Record
Person Academic Goal
Student Transfer Courses
Applicant Management
Admissions Record
View Communications
View Interaction Plans
UAM Applicant
Account Management
Financial Accounts
Holds
Alerts
Bursar
Payment Plans
Community
Person
Student Process
Holds
Alerts
Financial Aid Record
Package
Documents Management
Document Repository
1
2
Terri Fairhurst
(55131307@u4sm)
Delete
Save
Section Manager
Add
Person
Admissions Record
Admission Programmes
Exposed T&C
Milestones
Addresses
Phone Numbers
Electronic Addresses
Notes
Interests
Pictures
Relationships
Greetings
Demographic Data
Citizenships
Previous Names
Admission Additional Information
Admission Personal Statement
Admission Additional Information
Applicant Choice
ns Type:
Admissions Stage:
Application Submitted
Edit
Preferred Name:
Show On Directory: No
Do Not Contact: No
Start Interaction Plan
Edit
Expected Enrolment Type:
Admissions Counsellor:
Admissions Source: UCAS
Rank:
Completion Date:
Price Type:
Add
Category
Admissions Cohort
Actions
639
Total Paragraphs
Paragraphs
action
Add
Date Created
Actions
Build Version 1.6.412.1
Tasks 0
Messages 0

Team Activity

STEP ONE

PROCESS DISCOVERY

Process Discovery Activity

EASTER EGG HUNT

- Organise An Easter Egg hunt for 15 children.

BANK HOLIDAY LUNCH PARTY

- Your family are coming around for a Bank Holiday Lunch Party. There are 10 people (7 adults and 3 children between age 3 and 7). Organise an Easter themed lunch.

DIY

- Your IKEA corner sofabed has arrived and needs to be put together before your guests arrive the next day.

Thank you

Purple

Delivering
Transformation
Together

hello@purpleconsultancy.com

www.purpleconsultancy.com

+44 (0) 20 3376 7447