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Process Streamlining

A Practical Path to Transform
Services and Radically Improve
Processes



Objectives

- Learn what we mean by Process Streamlining, BPR, Hybrid
- Learn about the methodology and the terminology



What is a process?

- A process is a logical sequence of steps that provide a product or service for a customer.
- For example, the student enrollment process: Starts with an application, ends when the application is successful or not



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What is PS and BPR'ing

Dedicated rethinking of processes



Process Streamlining vs. BPR

- Process Streamlining asks...
 - Are you doing things right?
 - Smaller scope
 - Fewer resources
- BPR asks...
 - Are you doing the right things?
 - Larger Scope
 - More Resources



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Process Streamlining Hybrid

- Hybrid – an attempt to combine the best of both Process Streamlining and Business Process Reengineering



Why do process streamlining?

- Client needs and expectations change
- The way you can do a process changes
- We lose focus of the end result over time



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- Your story – what process drives you crazy
- Impact it has on you, your clients, the institution.



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Before you begin...

- Develop a Case for Action
- End Result and Constraints
- Sponsor
- Select a Team
- Time boxing



Methodology

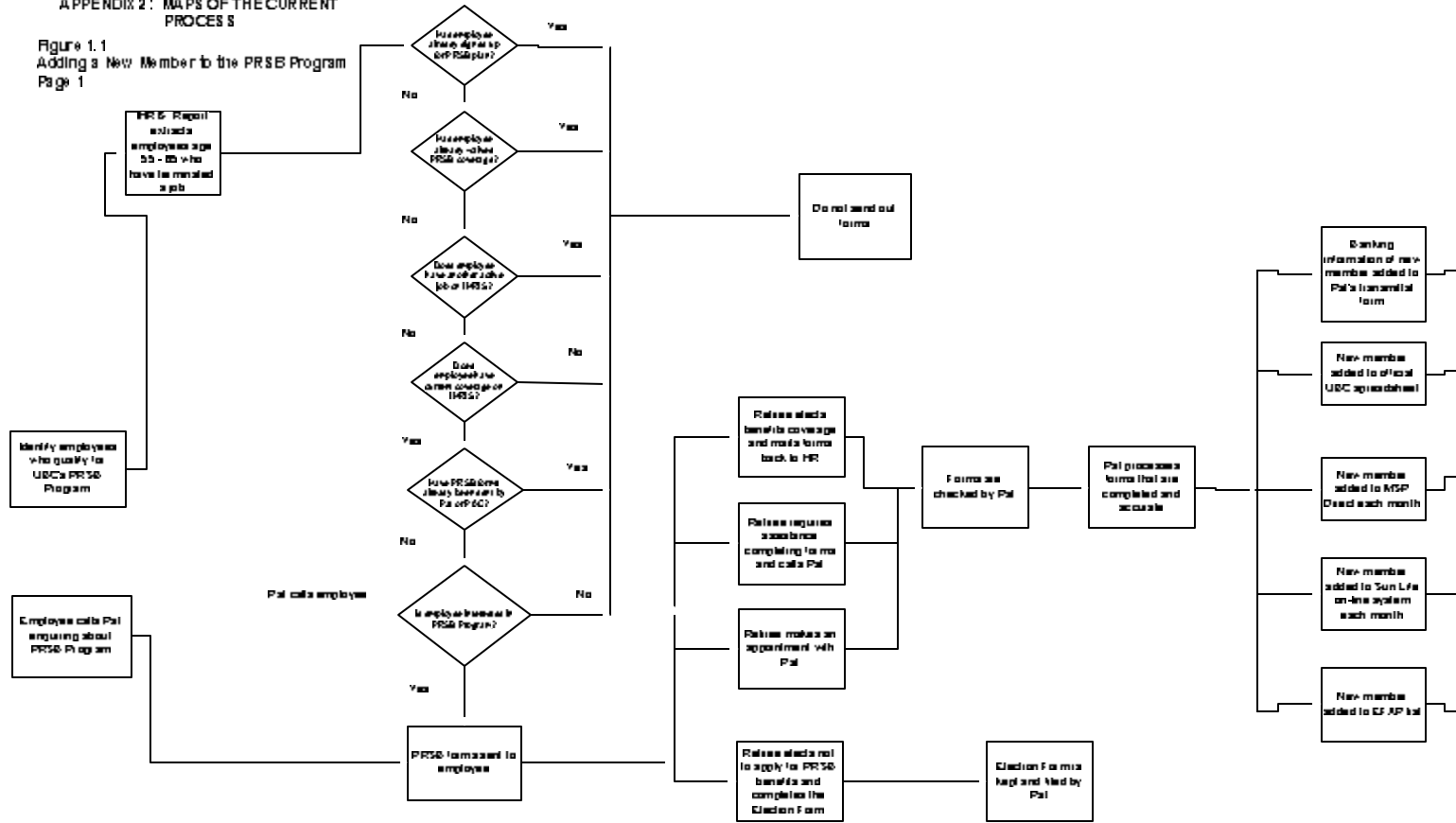
- Map Current Process
- Brainstorm
- Research
- Redesign
- Interview
- Finalized design
- Write Report and Sell
- Implement



Process Mapping

APPENDIX 2: MAPS OF THE CURRENT PROCESSES

Figure 1.1
Adding a New Member to the PRSB Program
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Let's Brainstorm...





Brainstorming

- Brainstorming Principles
 - No initial evaluation / defer all judgment
 - Quantity -> quality
 - Do evaluate, but later
- Brainstorming Process
 - State the problem clearly
 - Appoint a note taker
 - Appoint an “enforcer”



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Research

- Investigate peer institutions
- Use ARUCC-L
- Surf the net
- Read periodicals



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Redesign Principles

1. Capture data only once, when created
2. Allow decision points where work is performed
3. Incorporate controls into information processing
4. Make people who use a process do the work
5. Organize work around end results, not tasks
6. Work in parallel instead of in sequence, then integrate results
7. Treat geographically dispersed resources as one



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Interview

- Verify processes
- Gather ideas
- Listen to everyone's story
- Interview “key” people
- Gain support



Finalize your new design

- Debrief interviews – what did you learn
- Review any outstanding process problems
- Verify, verify, verify
- Devil's advocate



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Sell it

- Write report
- Present findings
- Make it fun



What's Next ?

- The process owner's role is to carry forward and champion implementation.
- Create implementation team.
 - In house or outsourced?
- Think about project management.
- Provide support for employees on the implementation team.



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Our Success

- Senior management support
- Strong team support
- Involved key players
- Used the PS methodology



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Questions?

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