LEAN

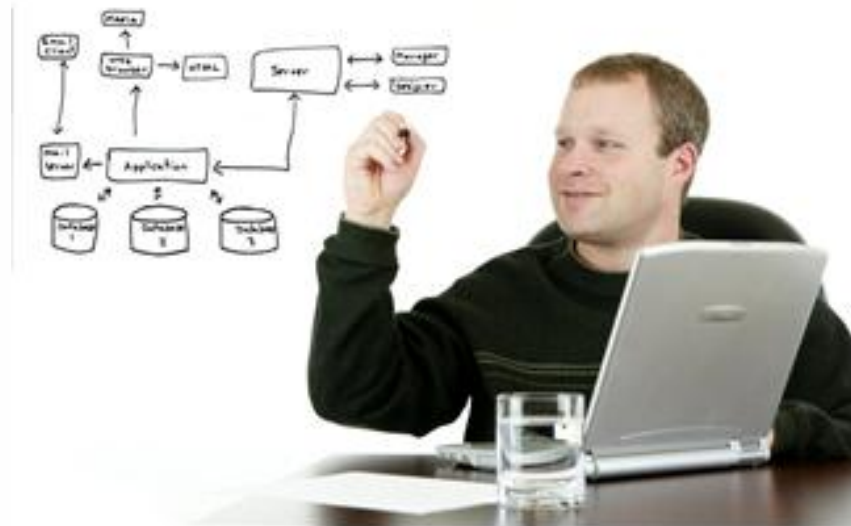## Process Improvement in Higher Ed

Once upon a time, a new administrator came to the
SBCTC system….
Asking the question, "Why?"

What is Lean?

- a systematic approach

    - to identifying and eliminating waste

        - by lining up the value creating actions

            - in the best sequence

                - and conducting these

                    - without interruptions

                        - only when the customer requests them. (ISI)

Lean means creating more value for 'customers' with less resources.

Lean is primarily a process improvement tool.

Why implement Lean?

√ Improves efficiency

√ Saves costs

√ Identifies waste

√ Simplifies a complex process

√ Retains the knowledge within the organization

√ Provides faster customer response

√ Allows you to clarify and conform to rules and regulations

Plus, the state supports Lean efforts!

EXECUTIVE ORDER 11-04   LEAN TRANSFORMATION

WHEREAS, our current economic climate with lower revenues and higher demand for services requires state government to continue to streamline operational processes and prioritize limited resources; and

WHEREAS, the citizens of Washington expect state government to deliver needed services **with innovation, efficiency and integrity**; and

WHEREAS, we must continue to transform government into a **leaner, 21st century organization that is more effective and efficient,** and put our state on a trajectory that ensures a strong financial foundation for years to come; and

WHEREAS, Washington, with a long-standing commitment of using tools to improve government performance, has already embraced the Lean philosophy with several agencies reporting results which demonstrate it **can reduce waste, eliminate delays, save money and provide high quality service to the public**; and

WHEREAS, Washington has already established a strong performance management culture through Government Management, Accountability and Performance (GMAP), a management tool that relies on performance measures for a disciplined approach to decision making; and

WHEREAS, **Lean builds on the GMAP program as a proven management approach** used by a wide range of public and private organizations to increase customer satisfaction and employee morale, improve productivity, eliminate waste in processes and improve the quality of products and services delivered; and

WHEREAS, government has partnered with Lean subject matter experts in the private sector to **learn how to apply Lean methods and tools to eliminate waste, save time, standardize workflow, reduce backlogs and decrease process complexity**; and

WHEREAS, Washington is already seen as a model for performance improvement practices that encourage innovative and responsible ways of providing goods and services; and

WHEREAS, it is necessary for state agencies to take additional steps to **do more with the resources we have available**.

NOW, THEREFORE, I, Christine 0. Gregoire, Governor of the state of Washington by virtue of the power vested in me by the state Constitution and statutes do hereby order and direct:

All executive cabinet agencies to begin implementing Lean by:

1. Learning about Lean principles, concepts and tools;
2. Completing a Lean project by August 31, 2012;
3. Deploying efforts to build capacity for Lean, while embedding Lean in the agency culture; and
4. Reporting Lean results and lessons learned to the Governor's Office by August 31, 2012.

The Governor's Accountability and Performance staff will work with internal and external partners to:

1. Provide enterprise-wide guidance on initiating Lean implementation;
2. Provide resource options to assist agencies in Lean deployment;
3. Develop an enterprise roadmap for effective Lean implementation, including a Lean learning path for leaders, practitioners, managers, supervisors and employees; and
4. Report progress and results of agency and interagency Lean implementation.

No later than October of each year, the Governor's Accountability and Performance staff shall report to the Governor on progress made by state agencies in implementing the provisions of this order.

This executive order shall take effect immediately.

Signed and sealed with the official seal of the state of Washington on this 15th day of December, 2011 at Olympia, Washington.

BY THE GOVERNOR:

Christine 0. Gregoire

Governor

Secretary of State

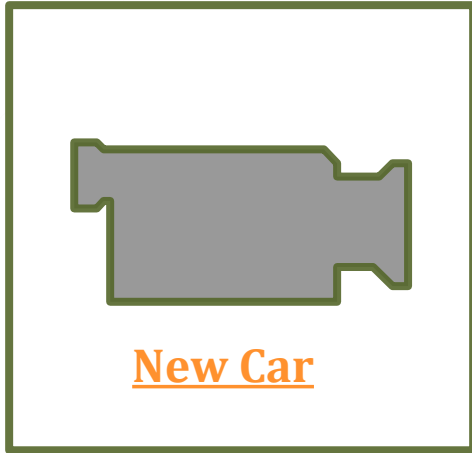# Lean Principle #1

Focus on Value

What is value?

Important to the customer such that the customer willing to pay for it.

Transformation of information or material to customer satisfaction

Done right the first time

Value varies

New Car

Car Wash

What do your students value?

Lean Principle #2

Identify and improve the value stream

What is the 'value stream'?

The **value stream** is the sequence of actions required to create value for the customer – both value added and non-value added steps

Lean Principle #3

Develop an institutional culture that 'sees' and eliminates unnecessary waste.

Waste is so often in front of us that we don't always see it.

We must learn to see and think systemically,

and from a perspective of the "thing" going through the process.

Learning to See Waste

8 Areas of Waste

1. Waiting

2. Inventory

3. Sources

4. Defects

5. Overproduction

6. Motion

7. Travel

8. Overprocessing

Examples.....

• No back-up/cross-training

• No standard work

• Poor supervisory skills

• Excessive controls

• Lack of training

• Unbalanced workload

• No decision rules

• No visual controls

• Lack of workplace organization

• Layout (distance)

Lean Principle #4

Involve and empower employees

The people in the process often have the best improvement ideas.

Gains are sustained with buy-in.

What is EVCC doing?

❖ Training facilitators

  ❖ 5 employees trained in Oklahoma April 2011

  ❖ On campus trainings in March 2012; July 2012

  ❖ Next training March 2013

  ❖ Possible training July 2013

❖ Facilitating LEAN events on campus

  February 2011: Financial Aid

  July 2011: Enrollment Services & Receiving

  July 2012: Accounts Payable & Purchasing

LEAN CHARTER FORM

Event Name: Financial Aid FAFSA Processing	Today's Date: 2/14/2011
	Process Starting Point: Student FAFSA application submitted online to Everett Community College
	Process Ending Point: Check is issued to student

Leadership Team (Names, Titles, Email):
Jennifer Howard, Vice President for Administrative Services
Greg Walthew
Mary Hawkins
Lauri Franklin, Dean of Enrollment Management and Financial Service

Schedule: 2/22-25/2011 from 8 AM to 5 PM	Location: Everett Community College, Bld____ Room_____

Process Issues (Barriers, Obstacles, etc.):
Note: random order

1. Time to process a student's FAFSA ranges from 7 weeks to 6 months, which is too long.
2. Increase of FAFSA applications has occurred and now is up to 9000 annually
3. Department has employees with longevity and adapted to the process over the years with band-aid action.
4. For 9000 FAFSA applications only 2 staff members can finalize the award to students, but many staff members are involved in processing the application.
5. Process is perceived to be inefficient in meeting student's needs
6. Computer programs with the state and college are not compatible in sharing data.
7. Staff spends excessive time inputting data and extracting data for reports.
8. Financial Aid and Cashier areas have a silo affect and are perceived as inflexible on practices/tasks.
9. Financial Aid and Cashier areas are in different buildings (note: will be located in the same building, but different floors later this year.

Objectives/ Deliverables (Measurable):

1. Reduce time to process a FAFSA application to less than one month.
2. Reduce the number of handoffs of the FAFSA application in the Financial Aid department.
3. Improve student satisfaction with the process to 60% favorable. (note: Financial Aid and Parking will seldom if ever get high satisfaction rating on surveys)
4. Develop guidelines and a collaborative process for Cashier and Financial Aid employees to respond to student's needs.
5. Evaluate the reliability of the student financial aid on-line system.
6. Improve student understanding of the financial aid process, thus eliminating student confusion and frustration with lack of information

Team Members (Names, Email, Phone #):	Employees On Call (Names, Email, Phone#):
Facilitator: Karen Kusler, Lean University Tech Savy Fin Aid Employee - IT - Rose Iblings Accounting - Leo Soril Cashier – Tammy Wood Student Affairs - Jennifer Melbo Student – Stephanie Kermgaard Financial Aid Employee -	Andrea Wilson (Tuesday only) Lauri Franklin (Dean – previously Director) Jennifer Howard (Policy spokesperson)

I, a member of the Leadership Team, empower the Team Members to make changes in the process within the boundaries defined by this document (Signature and Date).

A lean event starts with a charter....

And ends with an action plan...

WWWF Action Form

	What	Who	When	Follow-up (Check up or Check back)
1.	Review option of automating schedule of upload procedures	Rose	TBA	
2.	Identify Best Practices for scanning documents at intake (ie. Call schools, visit schools, contact scanner product venders). Meet to make a decision.	? Director assign	ASAP and no later than March 16	Anita
3.	Define naming format for scanned file (track code last name SS####, i.e. 02smith4589)	Director, Front Desk, Lean Team Evaluators	March 8	Brandi
4.	Train Intake Specialist (title open for discussion) to email first notification letter, as well as send a hard copy until electronic system is fully implemented.	SBCTC Technology Support	Propose April 20	Director or Dean
5.	Train Intake Specialist & all staff on scanning documents and attaching to FAM student files.	Brandi & IT Support	Propose implement with 2011-2012 FAFSA files	Rose
6.	Until Electronic System: Intake Specialist make folders when data sheet is received. Label printed from FAM. DO NOT print ISIR. Make quality check of the data sheet being complete. If not received in person and data sheet is incomplete contact student via email or form letter.	Cindy LaBlue, SBCTC Technology Support	March 4	Tammy

Project 3: Enrollment Services

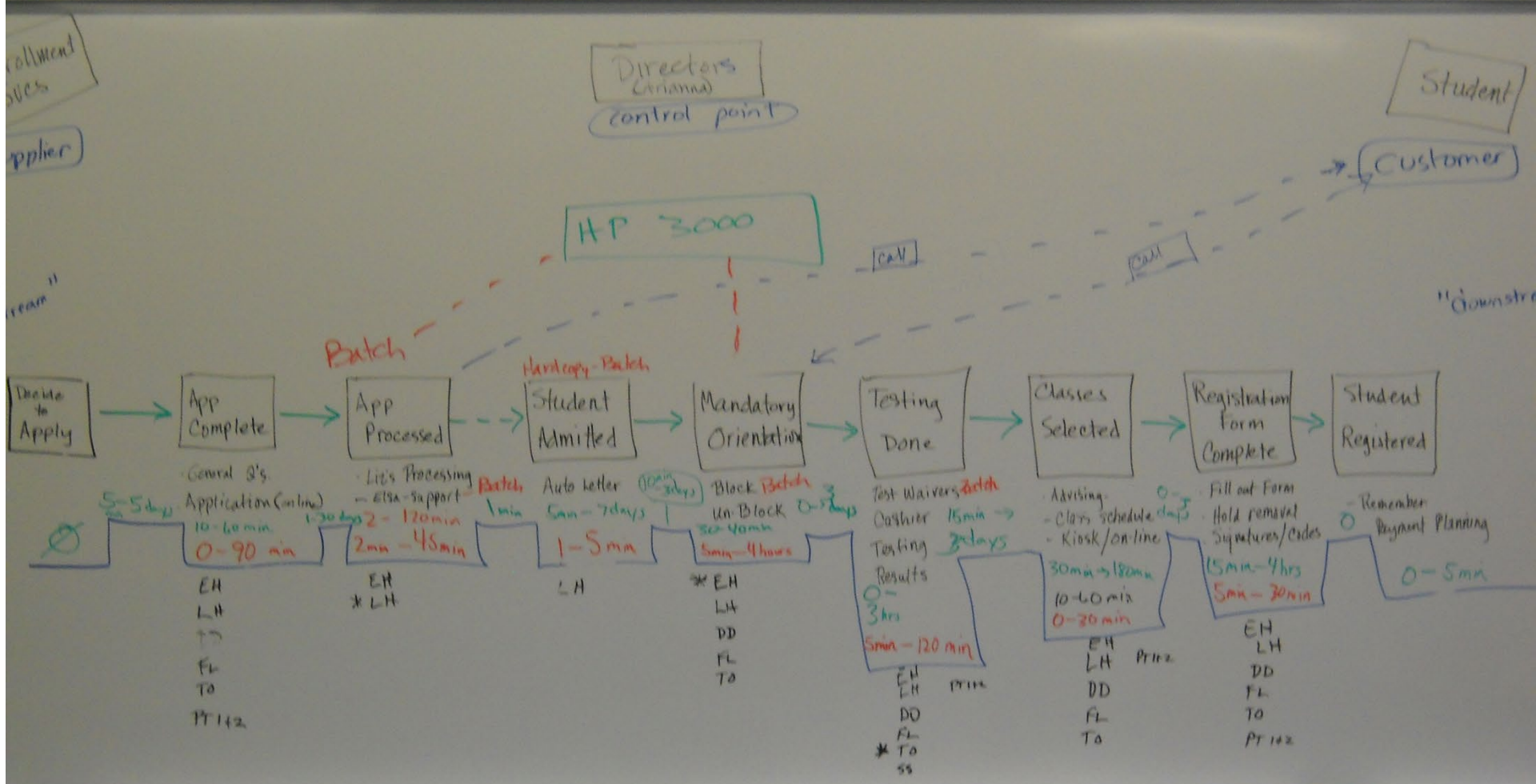GOAL: Review and make recommendations to improve admissions process

Goals for the project

First, map the current state

Student

Customer

...rollment
...ues

...pplier

..."...ream"

"Downstr...

HP 3000

Batch

[CAV]   [CAV]

Hardcopy-Batch

| Decide to Apply | → | App Complete | → | App Processed | ⇢ | Student Admitted | → | Mandatory Orientation | → | Testing Done | → | Classes Selected | → | Registration form Complete | → | Student Registered |

App Complete
- General Q's
- Application (online)
5-5 days
10-60 min
0-90 min
EH
LH
↑↑
FL
TO
PT 1+2

App Processed
- Lit's Processing
- Elsa-support
Batch
1-30 days
1 min
2 - 120 min
2 min - 45 min
EH
* LH

Student Admitted
Auto letter (0 min 3 days)
Batch
5 min - 7 days
1-5 min
LH

Mandatory Orientation
Block Batch
Un-Block 0-5 days
50-40 min
5 min - 4 hours
* EH
LH
DD
FL
TO

Testing Done
Test Waivers Batch
Cashier 15 min →
Testing 2 days
Results
0-3 hrs
5 min - 120 min
EH
LH   Prima
DD
FL
* TO
SS

Classes Selected
- Advising   0-3 days
- Class schedule days
- Kiosk/on-line
30 min - 180 min
10-60 min
0-30 min
EH
LH   Prima
DD
FL
TO

Registration form Complete
- Fill out Form
- Hold removal
- Signatures/Codes
15 min - 4 hrs
5 min - 30 min
EH
LH
DD
FL
TO
PT 1+2
0

**Student Registered**
- Remember Payment Planning
0-5 min

I I U

AUTOMated - Ø staff touch
- no pain, no hold ups
(interactive)
- video, graphics, visual cues
Shorter to the point QUIE

HAVE TO/SHOULD
- ALT MATH PLACEMENT
⊕ grant HP to others
- Instructor permissions
⊕ give codes to students

- What is my block?
⊗ Give reason with Flag + contact department
- Entering test scores
⊕ HP - access to keep enter from student printout
- Test waivers (BATCH

Identify pain points in the process
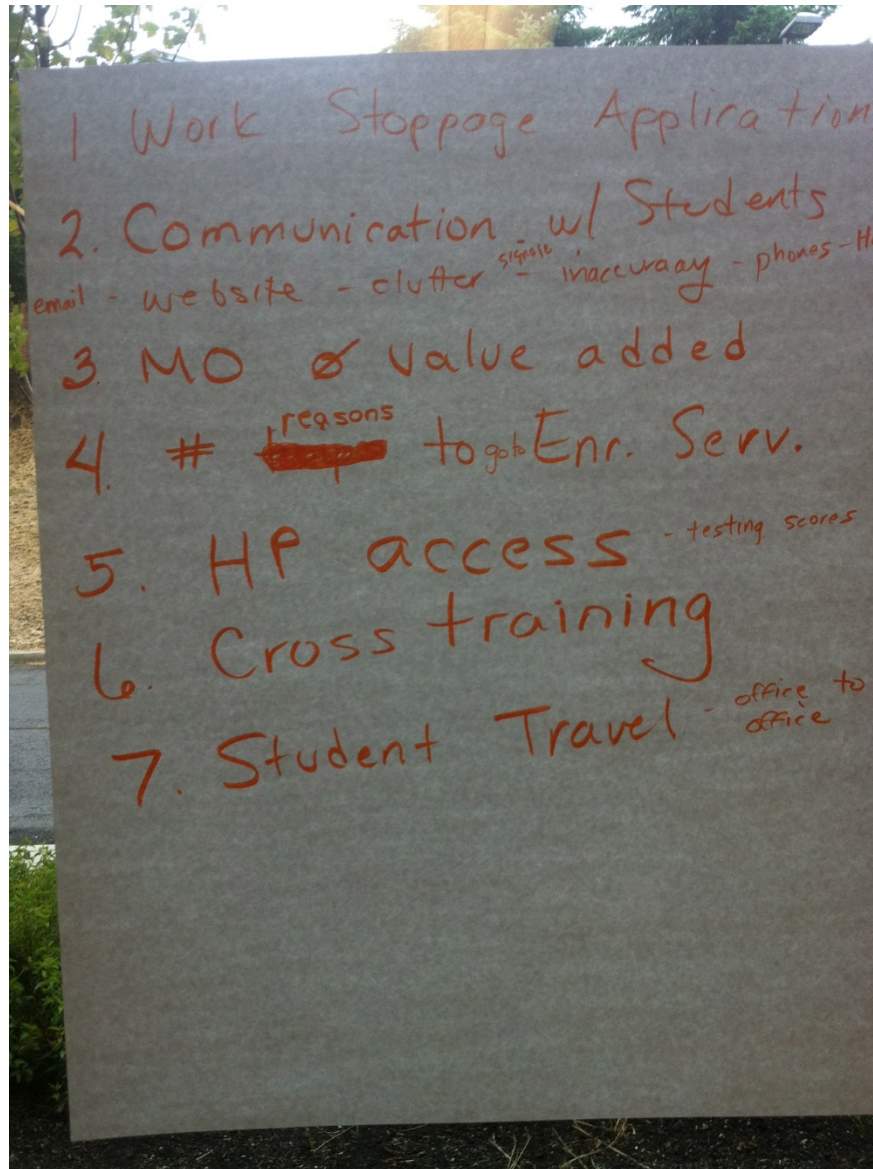
Cross Training

Shared meeting or more Quarterly

- Manager's Trained

- Liz's Job — Office set-up to encourage & train.
- Cross at Monroe Site —
- MO Blocks if continue
- Phone answers & mail answers.
- Can 1st responder take care of this issue — better triage
- Admission letters (?) Continuous flow
- Test waivers / w/ Ed Planners Transcript Evals - official / X w/ Sharon Stutz
- Residency issue (?)

Student Travel

- Signage   North Door
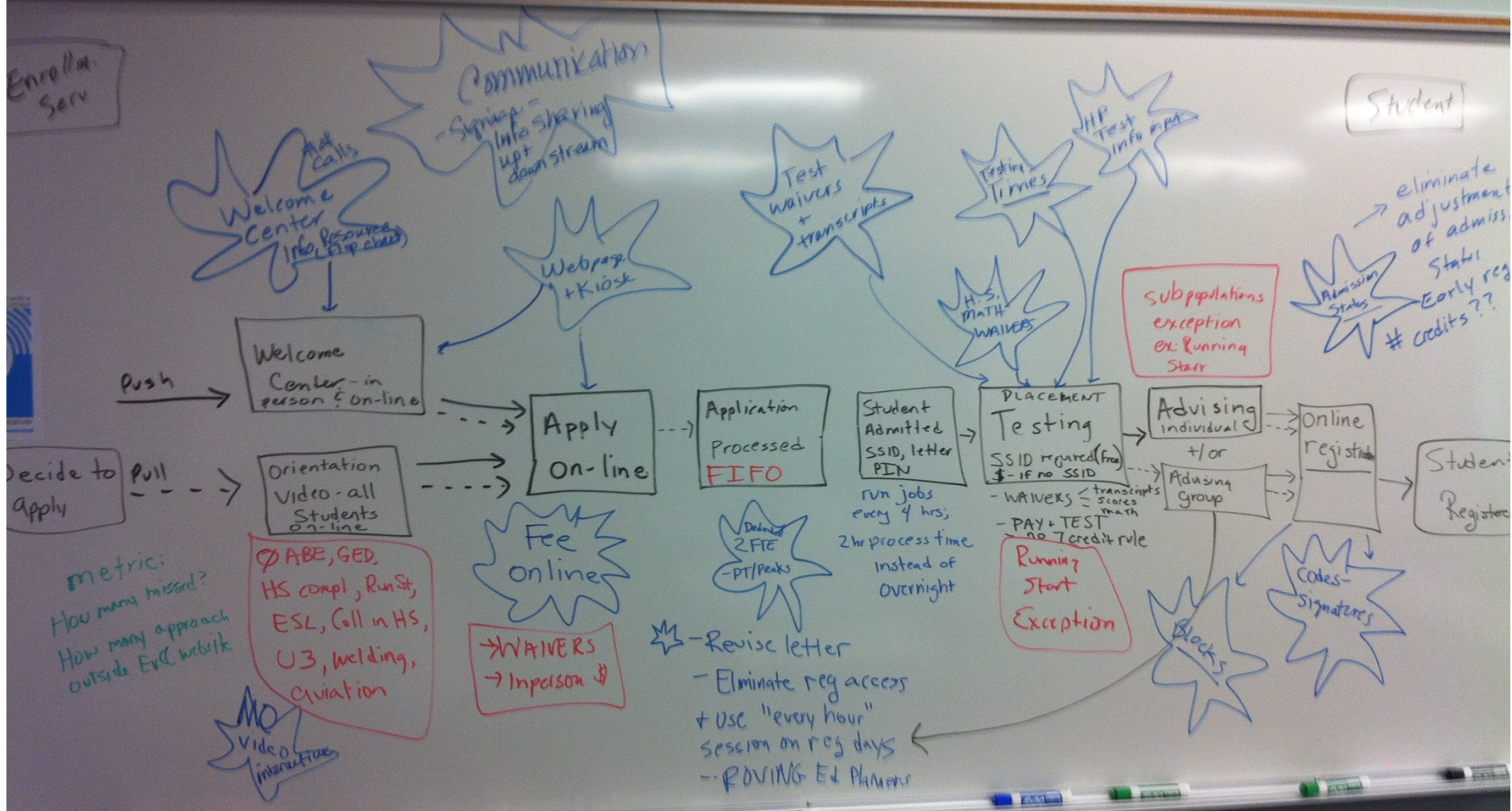 - Number process clarified
- Share ticket system w/ E.S & Cash?
  ⇒ Verify dual system —
  ⇒ Questions for Pat Sisneros
- Signage to encourage Welcome Desk
- TOP Floor (Not 3rd Floor)
- Roving I-Pad support during PEAK Times — (check for blocks, etc.)
- Welcome Area - Kick-off
- Travel —

Then, map the future state

Enroll. Serv

Communication
- Signage
- Info Sharing
  up + downstream

Welcome Center (Info Resource + flip chart)
calls

Webpage + Kiosk

Test waivers + transcripts

Testing Times

HP Test info input

H.S. Math Waivers

Student

eliminate adjustment of admiss. status. Early reg # credits??

Admission Status

subpopulations exception ex. Running Start

Push → Welcome Center - in person & on-line

Decide to apply — Pull → Orientation Video - all Students on-line

Apply On-line

Application Processed FIFO

Student Admitted SSID, letter PIN

run jobs every 4 hrs; 2 hr process time instead of overnight

PLACEMENT Testing
SSID required (free)
$ - if no SSID
- WAIVERS ≤ transcripts, scores, math
- PAY + TEST
- no 7 credit rule
Running Start Exception

Advising individual +/or Advising group

Online registration

Student Registers

metrics:
How many missed?
How many approach outside EvCC website.

Ø ABE, GED, HS compl, Run St, ESL, Coll in HS, U3, welding, aviation

Fee Online

→ WAIVERS
→ In person $

Delored 2 FTE
- PT/Peaks

Video interactive

☆ - Revise letter
- Eliminate reg access
+ use "every hour" session on reg days
- ROVING Ed Planners

Blocks

Codes - signatures

Metrics:
a measure
of success

Apps

Initial/current
Baseline

Goa

Apps. / monthly

Do not register

- # of Paper Apps. / monthly
- # of Batch Regs. / monthly

MO - # New completing mo

Efficacy - # who complete under 10 min
· 5 min

Red
Redu

MO -

Phones to ES → # of incoming calls / daily
to x9219
# of missed calls / daily
# of voice mails / daily

Phones t

What	Who	When	Follow up	Status
Change use of entry codes rather than faculty signatures	Bobbie, Dan Minzel (possibly), Al Friedman (Possibly), Terry Sandra F-H Lynda W.- facilitator	October	Elsa	Kaizen completed 12/5/11 and moved to S F-H to move forward through instruction.
Broaden staff HP access to entering test scores/ alternative math placements / unofficial transcript evals -> test waivers/ removing blocks	Bobbie, Angela, Linda S, Diane, Tove	September 18	Alex	The recommendations are being discussed with Christina Castorena. Staffing changes are effecting final outcome. Low Scholarship moved to CCS Winter & Spring qtr 2012. Other functions are a staffing issue and may be added in future.
Re-evaluate need for math testing in addition to transcripts and math placement (high school)/Expand Testing Times	Karl (lead), Ariana, Christie, Linda S. Sandra F-H Lynda W.- facilitator	October 21	Elsa	Postponed until Alternative Math Placement Pilot Project is completed (Fall quarter 2012?)
Re-examine the "adjustment for admission status" and how we define early registration parameters (ex: student has been out for a couple years, are they a 'new student' for early reg purposes?) look at current student appointments	Karl, Linda S. Patty Judy T- facilitator	September 18	Liz	Meeting scheduled for Kaizen Group for 9/1 10 AM Done Nov 29, 2011 & Finalized December 5, 2011 Partially implemented for Spring Qtr 2012 & Fully implemented beginning Summer qtr 2012
DecRevise Enrollment Services website/FAQ flip chart	Ariana, Sharon S, Judy Point Kaizen - no facilitator	September 30	Angela	
Establish Welcome Center	Laurie, Kristine H, Linda S. Sandra F-H Jennifer H- facilitator	September 18	Diane	Opened 12/12/11
Create interactive orientation video/MO process change	Ariana, Alex, Angela, Laurie, Amy Michelle H- facilitator	October 21	Elsa	Take to SS&R and MOMA committee Work scheduled to begin in July/august 2012. Waiting for outcome of Ed Planning new student mandatory advising conversations.
Establish application fee/eliminate testing fee for enrolled students	Ariana (lead), Bobbie, Elsa, Alex Point Kaizen- no facilitator	October 21	Diane	Take to 5 Star Consortium 5 Star has not made a determination as of May 2012
Revising student services web page (all areas)	Ariana, Sharon S., Judy, SSAC, Sandra F-H Judy T- facilitator	October 21	Elizabeth	Take to SSAC
Web Editor Cross-train	Karl, Elizabeth, Christie, Dennis	September 18	Angela	08/25/11 - Karl has requested training through Dennis - per Ariana Christie from testing center will train as Testing Center web page editor March 2012-Kristi Cruz in ES also trained for ES pages.

5 S project:
Sort, Set in Order, Shine, Standardize & Sustain

Workspace before 5S

Workspace after 5S

Why bother?

How does this save time & resources?
Try it for yourself.

What if this was what you worked from?

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	

What happens in a facilitator training?

Students experience during the week:

- Lean methods and tools with Higher Education examples
- Hands-on application of tools
- Facilitation techniques practiced
- Small group activities
- Problem solving practiced
- Discussion of application on campuses
- Strategies of mindset change for a Lean culture

Selecting Facilitators

Step 1: Identify Employees with characteristics:
- Strong communicator
- Unbiased
- Respectful
- Systems Thinker
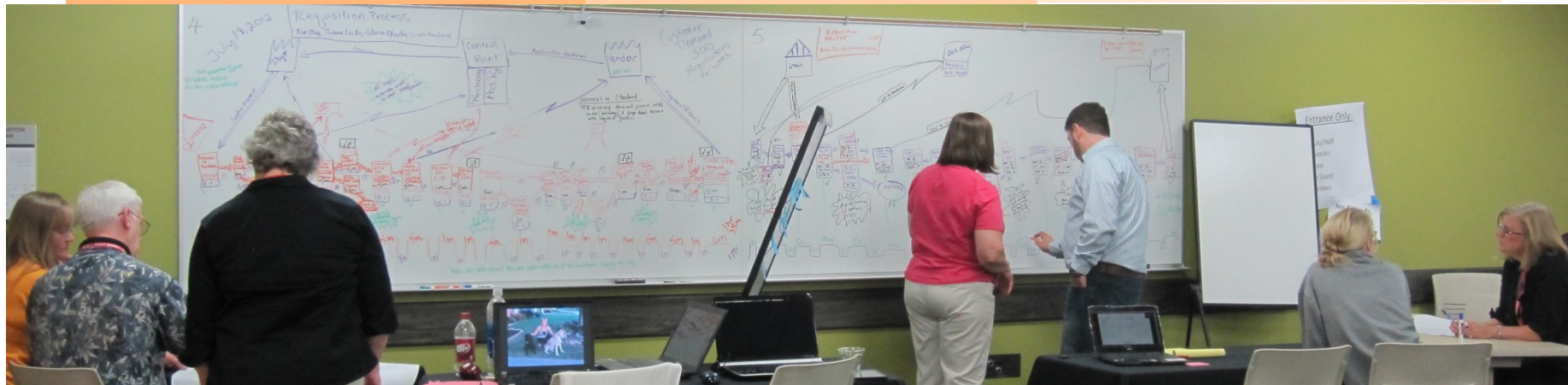- Flexible
- Intuitive
- Patient
- Organized
- Collaborative

Step 2: Time to apply new skills:
- Verify that they can make time to work on processes as facilitator

Step 3: Identify "pain points" prior to training as potential homework assignments
- Mapping (outside of their area of responsibility)
- 5S

Getting Most Out of Training

WHY?
Quick use of new skills = better transition of learning

To avoid Bias and be viewed as non-threatening

After the class session:

1. Reflect on Lean

2. Lead a 5S Organization Event

3. Lead a VSM Event (outside of own department)

4. Lead a Kaizen

5. Reflect on Lean Application on the Campus

What process needs 'lean' on your campus?

Next Steps

March training: March 11-15 @ Everett Community College

Possible July training? Sign up if you are interested.

LEAN webpage