Business Process Improvement Shared Service

Release: 3.0   Date: 6/3/13
Owner: Business Process Improvement

The University of Illinois Business Process Improvement (BPI) Shared Service can guide you through an approximate 4-month process improvement engagement. This service builds on successful models at other higher education institutions as well as the Six Sigma DMAIC methodology.

To request this service, please send an email to ProcessImprovement@uillinois.edu

Service description

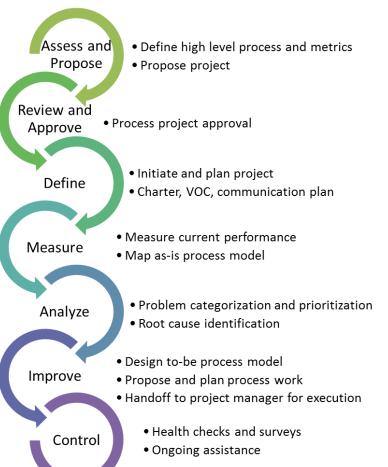### Initial process assessment and proposal

Proposals for process improvement assistance are submitted to a process improvement governance body for review and approval.

A member of the BPI Shared Service team will help you gather the required information and complete a process improvement project proposal for review by the process improvement governance body.

Process improvement facilitation

If your proposal is approved, the BPI Shared Service team will assign a facilitator and analyst(s) to guide you through the following process improvement project phases:

Define: During this phase, the Process Improvement Facilitator will work with your

Assess and Propose
• Define high level process and metrics
• Propose project

Review and Approve
• Process project approval

Define
• Initiate and plan project
• Charter, VOC, communication plan

Measure
• Measure current performance
• Map as-is process model

Analyze
• Problem categorization and prioritization
• Root cause identification

Improve
• Design to-be process model
• Propose and plan process work
• Handoff to project manager for execution

Control
• Health checks and surveys
• Ongoing assistance

designated Project Sponsor and Project Manager to: clearly define the scope and desired outcomes of the engagement, plan communication, and plan upcoming work.

Measure: Once the engagement has been defined, the team will focus on developing a shared understanding of the current state of the process. The Process Improvement Facilitator, Project Sponsor and Project Manager engage the full team during this phase. A detailed as-is process map is created and data representing both the Voice of the Customer (VOC) and the Voice of the Process (VOP) is collected.

Analyze: After collecting data and establishing a shared understanding of the current state of the process, the team focuses on identifying the root causes. During this phase, the Process Improvement Facilitator and analyst(s) will assist the team with data analysis, causal analysis, and root cause verification.

Improve: Using the verified root causes, the team focuses their attention on developing countermeasures to improve the process. Once the appropriate countermeasures have been selected, the Process Improvement Facilitator works with the Project Manager to plan the implementation of the process improvements. The work to develop and implement these improvements is divided into three phases:

- o **Phase 1 (AKA Quick Wins) Process Improvements:** Phase 1 includes portions of the improved process that can be developed and implemented within a 4-8 week time frame. For this phase, the Process Improvement Facilitator works with the Project Manager to develop a simple implementation plan using the BPI Shared Service Quick Wins Implementation template. Once the plan is created and approved, the Project Manager ensures that the plan is executed and the project work completed. Phase 1 projects are intended to be implemented immediately.
- o **Phase 2 Process Improvements:** For improvements that can't be implemented within the 4-8 week timeframe, the Project Manager and Process Improvement Facilitator will assemble a more detailed implementation plan, including a project charter, communication plan, and project plan. Once these documents are complete and approved, the Project Manager will ensure the work is completed as planned.
- o **Phase 3 Process Improvements:** Some improvements will rely on approval from another governance body (i.e., technology solutions requiring IT Governance approval) or can't be met with existing department resources. For those situations, the Process Improvement Facilitator will work with the Project Sponsor and Project Manager to create a project proposal for submission to the appropriate governance body.

Control: At the end of every engagement, the BPI Shared Service team will perform two assessments with the participating departments. These checks are a way to connect with the departments after an implementation and determine if additional help is needed. The first check is minimal and non-intrusive to the developing process. For Phase 3 Process Improvements, this first check will be conducted every six months until the project is completed. The second check is a more in depth review that will reassess the deliverables and critical success factors put into place at the beginning of the engagement.

Ongoing assessments and guidance

The BPI Shared Service team provides ongoing assessments and guidance for all of its service offerings. These assessments are non-intrusive and are designed to help you stay on track and get to the next level.

This service does not include

- Management of an ITPC or other IT Governance approved project
- Management of the Phase 1, Phase 2, or Phase 3 process improvement projects identified in the Improve phase
- Engagement team staffing beyond facilitator and analyst roles as described above

Related documents

- Overview of BPI Shared Services
- University of Illinois BPI Facilitator Guide and Toolkit

Client responsibilities

- Must agree to the jointly developed schedule and commit resources to ensure on-time completion of the project
- Must designate a Project Manager and a Project Sponsor
- Will complete the tasks identified in the guides for each phase

Hours of availability

BPI shared services are available from 8:00 a.m. to 5:00 p.m., Monday through Friday, except for University of Illinois holidays.

How do we charge?

This service is available upon request. Pricing and agreements will be worked out with each customer depending on the desired level of support.

**Our Service Catalog is based on material that was developed by The State of North Carolina's Operational Excellence Program's Service Catalog and adapted with their permission. **

DOCUMENT OWNER/APPROVAL

Service Catalog Owner: Marc Carlton

Concurrence:

Service Catalog Owner	Date

Computer Operations Engineering	Date

Approval:

Associate Vice President - AITS	Date

REVISION CONTROL

Document title	Storage Management
Author	Marc Carlton
File reference	Business Process Improvement Service Catalog

Date	By	Action	Pages
8-1-12	Rita Bates	Acknowledging North Carolina's work	2

REVIEW/APPROVAL HISTORY

This service catalog shall be subject to a review on an annual basis.

Date	By	Action	Pages
6-3-13	Rita Bates	Added Approval/Revision History Page and Changed formatting	4