Annual Report – FY 14

July 1, 2014

Introduction

The Business Process Improvement (BPI) Shared Service provides support for initiatives seeking to improve customer service, free-up staff time, deliver services faster and/or reduce total cost. Support is provided through a pool of resources available for facilitation of targeted process improvement projects, a methodology and toolset for executing process improvement projects, and training on the concepts and techniques of process improvement initiatives.

This annual report takes a look at the accomplishments of the BPI Shared Service in FY 14 and the plans for FY 15. It also showcases the various University units that have supported, participated in and guided the BPI Shared Service in FY 14.

Highlights

- *Led 26 process analysis and/or improvement efforts.*
- Completed 10 process improvement projects and 6 process analysis efforts, resulting in *84 recommendations for process improvement* at 9 units within UIC, UIUC and University Administration. **Potential return on investment valued at over $8.1 million** and **potential time reduction of over 7,800 hours annually**.
- *Trained 102 employees* in process improvement concepts, tools and techniques, bringing the total trained to 387 since fall of 2011.
- Initiated the *Process Improvement Community Series*.
- *Directly engaged with over 75 units* through participation in training and project work or by supporting the BPI Shared Service.

Feedback

This annual report is a means to transparently communicate BPI Shared Service operations with BPI Shared Service stakeholders. It highlights the accomplishments and plans of the service. We hope this report will be useful to the University community as a window into the various quality initiatives taking place throughout the University. Your feedback is welcome and invited.

Business Process Advisory Group

Laura Alexander, UIS, Senior Director of Human Resources

Dilip Chhajed, UIUC, Professor, College of Business

Avijit Ghosh, UA, Senior Advisor to the President

Patricia Gill, UIC, Associate Vice Provost for Planning and Programs

Michael Hites, UA, CIO and Senior Associate Vice President, AITS

Mike Kamowski, UIC, Director of Student Services Systems

Gloria Keeley, UA, Assistant Vice President, Administrative Services

Kristi Kuntz, UIUC, Assistant Provost for Undergraduate Academic Affairs

Stig Lanesskog, UIUC, Associate Provost for Strategic Planning and Assessment

Maureen Parks, UA, Executive Director and Associate Vice President for Human Resources

Audrius Polikaitis, UIC, CIO, Hospital Information Services

Albert Schorsch III, UIC, Associate Dean, Urban Planning and Public Affairs

Julie Zemaitis, UA, Executive Director, University Audits

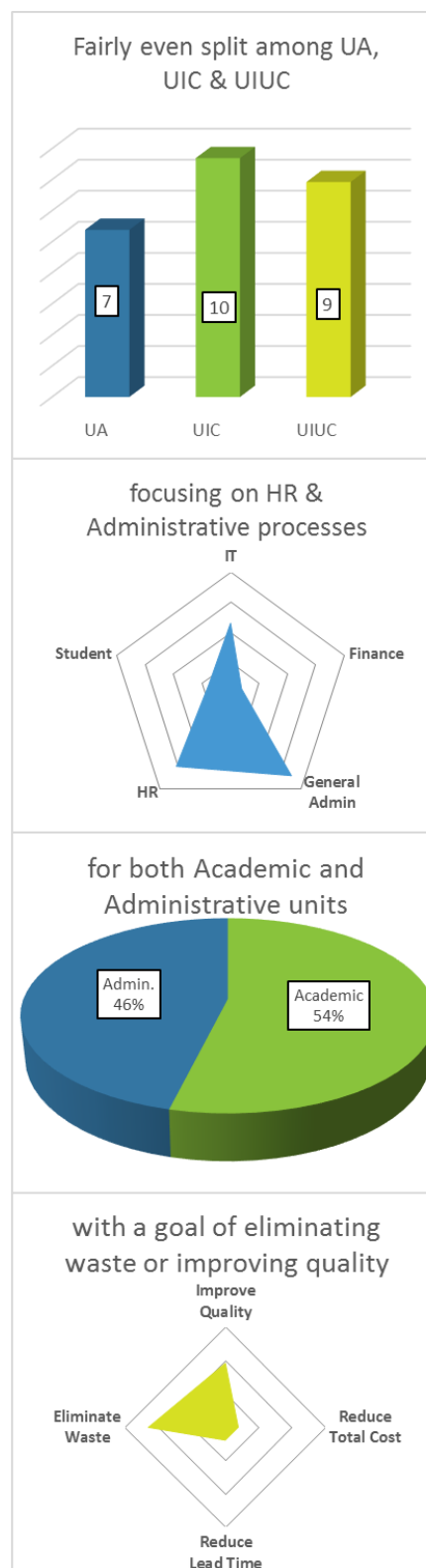**Kelly Block**, UA, Assistant Vice President, Portfolio & Process Management (Chair)

Leading Process Improvement Efforts

In FY 14, the BPI Shared Service helped…

UIC Academic Computing & Communications Center reduce the number of first-level support issues and service requests being routed to 2nd and 3rd level support groups ● **UIUC College of Veterinary Medicine** develop a sustainable college-based process improvement program ● **UIC College of Business Administration, College of Engineering and College of Urban Planning and Public Affairs** develop a streamlined appointment process for Graduate Assistant, Academic Professional and Faculty class employees ● **University of Illinois Office of University Counsel** define and streamline support processes ● **University of Illinois Hospital and Health Sciences System** create a consistently exceptional, patient-centered experience across the care continuum ● **UIC Human Resources** improve the efficiency and accuracy of new hire appointment processing ● **UIC Vice Provost for Faculty Affairs** reduce the amount of time required to process approvals for appointments requiring prior Provost and/or Board of Trustees approval ● **UIC Institute of Health Research & Policy** decrease the cycle time for hiring and changing existing appointments while maintaining a high level of customer service ● **UIC College of Medicine Informational Resources** increase productivity of staff by identifying and adopting streamlined "best practices" for processing transactions ● **UIUC Data Center Shared Services** standardize the initial request process and improve client communications ● **UIUC Illinois Master of Science in Finance and Master of Science in Technology Management Programs** streamline the annual application review process

Also, facilitated process mapping for…

- Office of University Counsel
- Administrative Information Technology Services
- Identity and Access Management Project Team
- UIC Office of the Vice Provost for Faculty Affairs
- UIC & UIS Charitable Fund Drive
- UIC Tutorium in Intensive English Program

Fairly even split among UA, UIC & UIUC

UA	7
UIC	10
UIUC	9

focusing on HR & Administrative processes

for both Academic and Administrative units

Admin. 46%
Academic 54%

with a goal of eliminating waste or improving quality

Developing a Culture of Quality

Training Opportunities

The BPI Shared Service offers a variety of training courses focused on educating University staff on the concepts, techniques and tools of process improvement. BPI Concepts, the most popular course offered, provides an overview of both Lean and Six Sigma philosophies. Other courses have included hands-on training with Blueworks Live software, Lean Six Sigma Green Belt training and just-in-time project team training. Many UIC employees also participated in a spin-off training program offered by UIUC Business Innovation Services through partnership with UIC Campus Auxiliary Services, UIC Human Resources and the UIC College of Urban Planning and Public Affairs.

<u>**Expected training outcomes for participants**</u>
- Application of the process improvement methodology, concepts, techniques and/or tools to their projects and initiatives.
- Opportunity to contribute to larger college, campus or university initiatives by becoming a BPI Shared Service virtual team member.
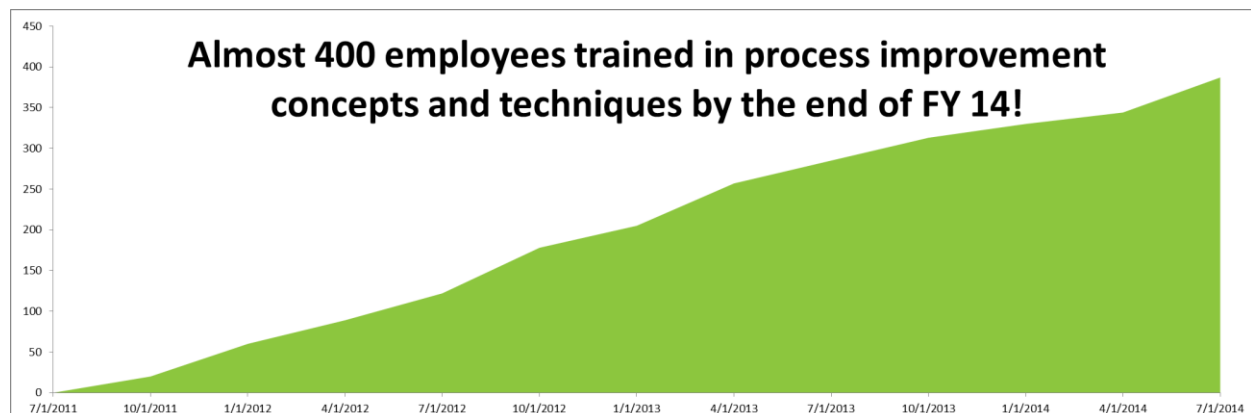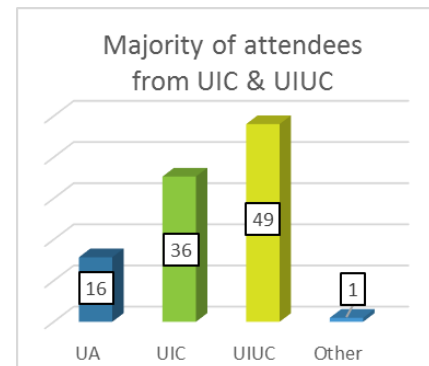
Process Improvement Community Series

Developed in April 2014, the purpose of the Process Improvement Community Series is to initiate campus-wide discussions on process improvement approaches, tools and success stories.

The inaugural community series event was held on April 30th, 2014 and was focused on Lean's 5S method (i.e., Sort, Set in Order, Shine, Standardize and Sustain).

Training Totals for FY 14

- *102* employees attended a training course
- *83%* of participants are from UIC & UIUC
- **56** units represented at FY 14 training sessions
- **1,450** hours spent participating in training sessions
- **231** hours spent developing & delivering training sessions

Majority of attendees from UIC & UIUC

UA	UIC	UIUC	Other
16	36	49	1

Almost 400 employees trained in process improvement concepts and techniques by the end of FY 14!

Building Partnerships

As a shared service, partnerships are key to the success of the organization. The shared service itself is made up of 63 participants from 29 units on all three campuses and University Administration. Additionally, FY 14 BPI Shared Service activities focused on building partnerships included:

- Participation in the Network for Change and Continuous Innovation (NCCI) organization, including serving on the Membership & Outreach Committee, participating in webinars, and attending the 2014 Annual Conference.
- Partnership with the UIUC College of Veterinary Medicine to establish a sustainable college-based process improvement program.
- Partnership with the University of Illinois Hospital and Health Sciences System to initiate an effort to create a consistently exceptional, patient-centered experience across the care continuum.

Achieving Results

During FY 14, the BPI Shared Service accomplished the following:

- University employees spent over 8,600 hours on process improvement initiatives and training provided or supported by the BPI Shared Service.
- Completed the College of Veterinary Medicine Process Improvement Initiative, tasked with establishing a sustainable college-based process improvement program.
- Identified 84 recommendations for process improvement at nine units at UIC, UIUC and within University Administration, resulting in:
    - Over $8.1 million (5 year net present value) estimated return on investment.
    - Potentially 7,800 hours saved through process design or re-design.
- Directly engaged over 200 employees through training and/or project participation.

What's Next

In FY 15, the BPI Shared Service plans to expand the training offering, establish the Process Improvement Community Series at UIC and provide more support for project teams through downloadable tools/templates and methodology guides. Process improvement efforts in FY 15 will include pre-approved projects and work request for the following units:

- UIUC Labor & Employee Relations
- University Human Resources Information Systems
- University Office of Capital Programs & Real Estate Services
- UIUC Department of Business Administration
- UIUC School of Literatures, Cultures, & Linguistics
- UIC College of Dentistry
- Administrative Information Technology Services