Access Granting Process
June 20-21, July 21-22 – 2016
The A-Team

Aaron Marterer  
Brian Dusel  
Ryan Webber  
Julia Bellon  
Alicia Bervine  
Claire Robinson  
Stacey Bradley  
(left to right)
### GOALS

- **Streamline and standardize the process for granting access**
- **Establish meaningful control systems**
- ** Improve the quality of service and support provided to people who have access**

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#### Process Improvement Project Charter

Use this fillable/savable charter to plan and communicate all key elements of your process improvement project. Start by entering the information you know right now. Add more info as your planning unfolds.

**Date this charter was created:** 5/18/16  
**Date of most recent revision:** 6/17/16

### 1. BACKGROUND

What process is this project aiming to improve?
- Process for granting access to student info systems

Why is this project being undertaken?
- Staff and faculty need timely access to student information systems and appropriate training to successfully serve students.

What are the top three goals for this project?
1. Streamline and standardize the process for granting access
2. Establish meaningful control systems
3. Improve the quality of service and support provided by people who have access

### 2. KEY CONTACTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Div-Dept-Office</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Sponsor(s)</strong></td>
<td>Establishes the need for the project, ensures that it aligns with top priorities, clarifies the scope, communicates with other areas, provides ongoing support and needed resources, and removes barriers</td>
<td>Dennis Pruitt, Stacey Bradley; Vice President for Student Affairs and Vice Provost; Senior Director&lt;br&gt;dp <a href="mailto:Pruitt@mailbox.sc.edu">Pruitt@mailbox.sc.edu</a>; sbBradley@803-777-4172</td>
<td></td>
</tr>
<tr>
<td>Helen Doerpinghaus</td>
<td>Deputy Provost</td>
<td><a href="mailto:doerpinghaus@mailbox.sc.edu">doerpinghaus@mailbox.sc.edu</a></td>
<td></td>
</tr>
<tr>
<td><strong>Session Facilitators</strong></td>
<td>Guide the team during all of its improvement sessions</td>
<td>Tom Terez; <a href="mailto:tm@NextLevelWorkplace.com">tm@NextLevelWorkplace.com</a>; 614-571-9529</td>
<td></td>
</tr>
<tr>
<td>Logistics Contact</td>
<td>Handles operational details and logistics relating to the project and team sessions</td>
<td>Melody Boland; Administrative Coordinator&lt;br&gt;<a href="mailto:MBOLAND@mailbox.sc.edu">MBOLAND@mailbox.sc.edu</a> 803-777-4172</td>
<td></td>
</tr>
</tbody>
</table>
| **Data Lead**         | Takes the lead in gathering, analyzing, and compiling data in advance of the project | Julia Bellon, Aaron Martner; Associate Registrar, Registrar<br>jbellon@mailbox.sc.edu; acmarter@ | (see page 3)  
| Project Manager       | Immediately following the team’s improvement sessions, this person coordinates implementation, ensures that the project stays on track, tracks baseline measures and projections against actual results, and so on | Brian Dusel; Technology Coordinator, University Advising Center<br>duselb@mailbox.sc.edu |  

First step in the process: Request for access is made in DAPS

Last step in the process: Registrar enters access into DAPS, and sends emails to requester and requestee to confirm access
**SIPOC**

**3. PROCESS OVERVIEW**

A SIPOC diagram provides a high-level, beginning-to-end view of the process – and it shows the relationships between suppliers and inputs, and outcomes and customers. When developing a SIPOC, start by developing a macro flowchart with a maximum of six steps, with each step phrased as a verb-noun action statement. (Use the template below.) Next, identify the outputs, customers, inputs, and suppliers – in that order. (Again, type directly in the boxes.) This early “define” step will help scope the project while uncovering many of the factors that feed into and flow out of the process. The team will review this SIPOC in detail at the start of its improvement event.

![SIPOC Diagram](image-url)

- **SUPPLIERS**
  - Who provides the inputs?
  - For Advisors: Initial DAPS request by Brian
  - For Student Services Staff: Initial DAPS request by user or Melody Boland on user’s behalf (EAB only)
  - Julia Bellon for Registrar: processes DAPS requests, initiates DegreeWorks/DataWarehouse /NB to IBM, initiates EAB access to EAB

- **INPUTS**
  - What materials, resources, services, information, and data feed into the process?
  - Request forms (1 each for Self Service Carolina/Banner and DegreeWorks)
  - Signatures on forms
  - DAPS request initially filled out by UAC rep, user, or Melody
  - DAPS request terms/conditions accepted by user

- **OUTPUTS**
  - What services or other outputs result from the process?
  - Access to Systems
  - Primary customer:
    - Advisors
    - Faculty
    - Student Services Staff

- **CUSTOMERS**
  - Who are the people, offices, and organizations that receive the services?
  - Other customers:
    - Students (they are the ultimate beneficiaries of this process)

...and the suppliers **fourth** Identify inputs **third**... Identify outputs **first**... ...and customers **second**
KEEP CALM AND LEAN ON

LEAN

- Customer focus
- Process perspective (thinking horizontally)
- Optimizing the flow
- Eliminating inefficiencies
- Adding value
- Preventing problems
KEEP CALM AND LEAN ON

KAIZEN
change for the better

KAIZEN BLITZ:
4+ intense days
Action-focused
Real improvements
Mapping the current-state process
## Identifying occurrences of waste

### T  TRANSPORTATION
- Transport from office to office
- Transport from floor to floor
- Transport from building to building
- Other transportation and travel

### I  INFORMATION, INVENTORY
- Storage
- Printed in advance
- Work in process
- In the warehouse
- Requiring unnecessary information on a form

### M  MOTION
- Inter-office movement
- Office to office
- Cubicle to cubicle
- Going to the copier or scanner
- Going to the fax
- Going for files or to a storeroom
- Reaching

### U  UNDERUTILIZATION
- Employees
- Talent
- Office space
- Technology
- Equipment

### W  WAITING
- Nonproductive time
- Waiting for:
  - Copier
  - Scanner
  - Delivery
  - Catchup
  - Person upstream
  - Mail/shipper
  - Computer

### O  OVERPRODUCTION
- Making too many
- Making in advance of requests
- Throwing away the excess
- Things getting outdated
- “We have to be ready”
- Not cautious, but wasteful

### O  OVERPROCESSING
- Adding things nobody wants
- Bells and whistles
- Reports that nobody reads
- Trying to achieve “the best”
- Better than good enough
- Beyond customer expectations

### D  DEFECTS
- Mistakes
- Broken
- Inaccurate
- Difficult to read
- Forms, instructions difficult to understand
- Wasted materials
- Returns

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Waste is a **SYMPTOM** of a problem (rather than a root cause)
Learning Lean concepts
Generating/prioritizing improvements
Generating/prioritizing improvements

+70 IMPROVEMENT IDEAS!
Drafting clean-sheet redesigns

Developed in two subgroups
Discussing clean-sheet redesigns
Current-state process

BEFORE

Future-state process

near term

AFTER

Future-state process

long term
Discussing clean-sheet redesigns

Developing the future-state process

LONG-TERM TRANSFORMATION

1+ years
KEY IMPROVEMENTS:

• Strategy development for OIM, Portal, Role Management, and Electronic Forms/Workflow

• Identify and define access types

• Embed access roles in position descriptions

• Develop checklist of needed training by role

• Enhance (or build) system to support electronic form and flow (Create online version of PBP-7, to be called “Notice of Separation”)
Developing the future-state process

MAJOR NEAR-TERM IMPROVEMENT

3 months
Major near-term improvements

KEY IMPROVEMENTS:

• Establish the “process steward” role to serve as key guide and gatekeeper in the process.

• Place greater accountability on hiring departments at the front end of the process, to ensure that incoming requests for access are complete and ready for processing.

• Embed authorizations earlier in the process.

• Ensure that roles are defined by departments, and not by the employee or by “the system.”
Benefits

SIMPLER
• Fewer entry points
• Consolidates multiple process
• Simplified form; customer-friendly language

FASTER
• Fewer loopbacks (e.g., moving up authorizations)

BETTER
• Greater awareness of access by departments (because they own it)
• Gives customers clear guidance
• Embeds training/learning into the process
• Aligns job responsibilities with access
• Strengthens initial access security ... and stakeholder confidence
## Scorecard

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>CURRENT</th>
<th>FUTURE</th>
<th>% REDUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps</td>
<td>39-47</td>
<td>14</td>
<td>64% - 70%</td>
</tr>
<tr>
<td>Handoffs</td>
<td>Employee: 6&lt;br&gt;Dept Rep: 6-10</td>
<td>6</td>
<td>0% - 40%</td>
</tr>
<tr>
<td>Loopbacks</td>
<td>7</td>
<td>2</td>
<td>71%</td>
</tr>
<tr>
<td>Decision Points</td>
<td>13</td>
<td>2</td>
<td>85%</td>
</tr>
<tr>
<td>Delays</td>
<td>10</td>
<td>4</td>
<td>60%</td>
</tr>
<tr>
<td>Lead Time</td>
<td>Best: 2 days&lt;br&gt;Worst: 30+ days</td>
<td>Best: 1 day&lt;br&gt;Worst: 30+ days</td>
<td>0% - 50%</td>
</tr>
<tr>
<td>Redirected Work Hours</td>
<td></td>
<td>525 hours</td>
<td></td>
</tr>
</tbody>
</table>

*Projected annual time savings when new process is in place*
Redirected Work Hours

Time Savings
10-20 hrs/wk

Julia
Brian
3 hrs/wk

Hiring Dept.s 1-5 hours/annual

x 50 wks

+500 - 1000 hrs (750 avg.)
+150 hours
- 375 hours

net gain 525 hrs. (70 wk dys)
14 wks
Implementation Plans

• Role Definition Plan – Aaron
• IT Plan – Ryan
• Training Framework Plan – Alicia
• Communication Plan – Stacey
Discussing clean-sheet redesigns
Developing implementation plans

Team Member Testimonials
Protected: Resources for the University of South Carolina

Development Timetable • 1 page • Project Plan, May 2016 through January 2017 (revised version posted July 5, 2016)
Improvement Project Roadmap • 1 page • Prep, Project, Implementation

The copyrighted documents, templates, and assessments listed below ("the Materials") are proprietary information of Tom Terez Workplace Solutions Inc. These Materials are provided for the exclusive use of Administrators, Managers, and Lean practitioners at the University of South Carolina.

Process Improvement Project Charter • 6 pages • Fillable/Savable PDF
Process Improvement Project Event Overview • 1 page
Process Improvement Project Daily Agendas • 5 pages
Recommended Room Layout for Process Improvement Events • 1 page

NEW High-Potential Improvements • 1 page
Lists the types of process improvements that surface time and again as the biggest drivers of positive change

In pictures: Process improvement at work
A project is underway to streamline and standardize the process for granting access to student information systems. The team is using the methods and tools of Lean to analyze the current process—and design a new process that is simpler, faster, and better for everyone. The team met for two very full work days on June 20-21—and will complete its work at the end of July. Click through the slideshow below for an inside look at their first session.

PROCESS IMPROVEMENT EVENT

UNIVERSITY OF SOUTH CAROLINA
THANK YOU!

**Sponsors**

Dennis Pruitt, Vice President for Student Affairs and Vice Provost
Helen Doerpinghaus, Deputy Provost
Stacey Bradley, Senior Associate Vice President for Student Affairs and Academic Support

Caroline Agardy, Associate Vice President for HR Programs and Services
Nathan Strong – HR
James Perry, Chief Information Security Officer
John Waters, Stacy Lee – HR Operations
Melody Boland, Sarah Jusiewicz – Customers
Michelle Bridge, Nick Elzy