

processfix

Spring newsletter 2018

Welcome

We have seen and heard, time and again, that the most effective process change comes when all stakeholders are involved and engaged.

But for the majority, process change is not their day-to-day job, so when they leave a workshop and return to their desks, daily life can quickly take hold and change is put off 'until tomorrow'.

In this edition, we hear from the higher education sector and industry, about how momentum can be maintained in order to achieve set goals.

Anji Gardiner, Director of Student Services at the University of Hull, explains how the team tried to identify and plan for as many potential challenges as they could during a recent Processfix workshop.

And at London Metropolitan University, Director of the Student Journey, Hayriye Mehmet, engaged the support of the Vice Chancellor, Chief Operating Officer and the Senior Management Team and kept them up to date with follow-up briefings.

Finally, in our spotlight this edition, Tom Farrand, Head of UK Trade Marks at Marks & Clerk, shares why, when you have made an investment of time in a workshop, capitalising on it immediately is critical to maintaining momentum.

NEWSFLASH!

Coventry, UK – April 2018

Jaguar Land Rover launch first Processfix workshop in IT Services



Maintaining momentum once the workshop is over

Anji Gardiner is Director of Student Services at the University of Hull. She has worked at the University for more than 20 years. After graduating in chemistry, her route to student services was via the post graduate medical school, working in clinical practice, followed by 10 years as a senior academic at the Faculty of Health. A unique blend of experience which supports her drive to deliver a good student experience.



"When I first started in student services as the Head of Student Support in September 2014, I inherited an area that existed, but needed a lot of work. The first 9 months were spent turning the service around and transforming it across areas such as dyslexia, mental health, disability and finance. Since April 2016, when I became Director of Student Services, I have managed six areas: Student Support, Careers Employability, Corporate Administration, Student Engagement and Transitions, Registry Services and a Partnership Team in Scarborough. I also play a significant role in retention, am the institution's Prevent Lead and lead our student engagement activity".

Anji tells us how she approached her new Director role and how that led to a Processfix workshop on timetabling: "One of the first things I did was to undertake a blueprint review. Following this,

I made changes to the structure of timetabling. We had six full time equivalents centrally and one-and-a-half per faculty, who spent time developing relationships and gathering data. However, what we found was that we were struggling with systems and processes. A staff survey was carried out by our new Vice Chancellor in autumn 2017 to understand what the key priorities should be; managing timetabling came out as one of the top three areas needing urgent action.

That is how we came to work with Processfix. We knew, as with lots of institutions, that timetabling is challenging, as it is never going to be possible to please everyone. We often had negative comments about our timetabling in the National Student survey and were finding it difficult to schedule more than 53,000 teaching events per year."

Following a meeting with the Head of Registry to identify who to bring

to the workshop, representatives from timetabling, academic areas, administrative areas across the faculty and from the Students Union were invited. "A total of 13 people came. There was a really strong vibe during the whole three days. And afterwards, several people commented that throughout the workshop they worked together as a group with no one on the periphery. Several attendees said that it was the best workshop they'd ever been on.

When we set out our existing process map, with swim lanes and post-it notes for every stage, our first run revealed 67 stages. We were able to see that there was a lot of repetition and lots of areas being used that were not necessary. Through discussions involving the whole team, we managed to get full agreement on a reduction to 24 steps! What was interesting was that because this was a shared vision, developed by everybody, no one said that they couldn't see it working. That shared input and ownership is crucial."

"they worked together as a group with no one on the periphery"

Anji went on to tell us that the success of the workshop has now generated enthusiasm for further training. "The good thing now is that lots of people are interested in attending 'train the trainer' sessions, so we aim to develop our own internal capability. And word has spread across a number of different areas, which is great. It's small steps, but people are talking to each other and sharing feedback on what has been created. Now, I think the difficulty we may have is keeping up the momentum. For some people,

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Bringing departments together to deliver a seamless student journey



Hayriye Mehmet is Director of the Student Journey at London Metropolitan University. In 2016, the University underwent a significant organisational restructure based on the premise of 'One Campus, One Community'. The concept of developing a seamless student journey arose and Hayriye was charged with designing a structure that encompasses academic services, libraries, student services and customer liaison.

Hayriye explained that she is responsible for students "during their time with us, from application to graduation" and her vision is that students receive a seamless student journey that provides excellent customer experiences enhanced by online resources.

"The Student Journey Directorate is responsible for all student affairs and is responsible for providing pastoral support. The academic community is responsible for providing teaching and learning and providing academic support for students.

When I became Director of the Student Journey, the biggest challenge I faced was designing and embedding a new structure within the organisation which would change and challenge the current culture and behaviours."

On 1 August 2017, the new Student Journey structure was implemented.

"The departments that came together to form the new directorate had undergone a significant period of transition and we had lost a lot of the institutional wisdom about how things were done. The organisational restructure

had incorporated high-level business process reviews, but did not undertake any detailed business process reviews.

"This means staff and students will get their timetables six weeks earlier"

It became evident at the beginning of the academic year that the Student Journey Directorate could not continue working with the existing business processes in place; we needed to streamline and put in place clear lines of responsibility and accountability and make sure everything was documented. We identified three areas of activity across Student Journey as key drivers towards achieving our longer-term strategic objective of enhancing the student experience: module registration, timetabling and our support of the University's research function.

To help us begin our change process, we organised a Processfix workshop to bring

all of the key stakeholders together to change the processes and agree how to move forward. Initially, there was a lot of scepticism about committing to a three-day workshop. However, it was important that the University's schools were involved and that they had the opportunity to contribute to changing business critical workflow processes.

The Vice Chancellor, Chief Operating Officer and the Senior Management Team supported the proposals to carry out the detailed business processes identified, for Processfix to come in and facilitate the three-day workshops and for key stakeholders to commit to attending them.

It didn't take long for my colleagues to overcome their scepticism. By day two of the workshop all attendees were actively engaging in the discussions around the 'as is' and 'to be' states. We didn't all necessarily agree on every point, but worked together to move ourselves forward with the resources that we had available to us. We ended up developing a process that cut the existing number of steps for module registration from 70 to 24!"

Following the success of the first workshop, Hayriye presented

an implementation plan to the Senior Management Team explaining timelines and end dates, describing the outcomes and how this will improve business processes and improve the student journey. "Our next workshop was on timetabling and this time we were in the enviable position of people clamouring to be part of it!"

Again, we made significant progress: cutting the original 68 steps in timetabling down to 25. This means staff and students will get their timetables six weeks earlier than in previous years. In this way we have improved not only the lives of our staff members, but also the student experience."

Hayriye finished by saying: "Our structure is now in place. We are implementing change, supporting that with an investment in technology to ensure we are much more efficient and more user friendly. But whatever we do, whether it involves our people, our processes, or our technology, at the forefront is improvement to our student journey."

To speak to Hayriye about the work she and her team are undertaking, please contact her via email: h.mehmet@londonmet.ac.uk.

process improvement is their job, for others it's something they get involved in and there are also those where it's just something that happens to them."

In order to maintain momentum, Anji said: "We need to action what

we agreed. What was great was that we went away from the workshop with a report of what we had achieved right there and then. So we know what we need to do and we do not plan to go back on that, but there is a much bigger picture to consider. We

may find that in order to adapt one element of the process, we might need to change other things. Managing the frustration of all the interdependencies will be challenging. In our process mapping, we tried to identify as many possible challenges as

we could, but there is always going to be something that appears out of woodwork!"

To speak to Anji about her work, please contact her via email: a.b.gardiner@hull.ac.uk

In the spotlight: Tom Farrand, Head of UK Trade Marks, Marks & Clerk

Tom is a Chartered (UK) and European Trade Mark Attorney, whose specialist field is brands, branding and product design. He first worked for Marks and Clerk (M&C), one of the world's leading intellectual property (IP) practices, in the 1980s, returning in 2017 as Head of UK Trademarks, following time spent both in the UK and Europe gaining significant commercial experience.

get across the organisation, from top to bottom and function to function. That engagement, combined with someone with the ultimate authority to drive a project through, is critical. Our current challenge at Marks & Clerk is to understand what we need to do to make ourselves more efficient and productive with our processes. We operate in a market place that is growing, people are getting busier and busier

As a trade mark lawyer, what was your motivation to get involved in process improvement?

I have always worked in IP, on the registration of all kinds of rights in the UK, Europe and all round the world. Associated with registration are all kinds of processes. Some are dictated by legal requirements and others by clients. In the modern day, we need to make sure we do things well, robustly, efficiently and importantly, don't waste money.

But processes are not a new idea. M&C has had robust manual processes since the 1960's. Computerisation changed

“if you put off change until tomorrow, tomorrow will never come!”

the way we work, but today, people understand business processes much more than then. The drive to eliminate waste and thus cost, out of operating businesses, is stronger than ever. Most businesses now have a compelling need to look at processes and make them more effective. That's not to say that there isn't resistance to change, but there are enough people who understand the importance of making process change to give you the momentum you need to carry it forward.

With the benefit of hindsight, what would you change in your process improvement work?

What I have found is that, over time, processes tend to grow all kinds of arms, legs and tentacles that are not really needed. But process improvement won't happen until you take the time to step back and really look at them. And then, you need to recognise that if you put off change until tomorrow, tomorrow will never come! In a previous role for another firm, we carried out a Processfix workshop,

“I love it when you suddenly find 25% more capacity working with what you already have”

got everyone involved off-site and really engaged. Back then the biggest barrier to progress was failing to capitalise on the momentum of the workshop straight away. When someone returns to their desk, sees a pile of work and outstanding calls to clients, momentum can quickly be lost; you need to hang on to the enthusiasm and readiness for change and act on it immediately.

What, in your view, are the most important things to get right for successful process improvement?

One of the great benefits of doing things the Processfix way is the engagement you

day-to-day, yet revenues don't grow at the same pace. Even those with the least level of financial literacy can see that this doesn't add up and recognise that we need to change.

What do you personally like about improving processes?

Over the years, having gradually got more and more involved in the understanding and detail, I really like to see the release of potential in an organisation, both in terms of people and of time.

It's great to uncover the gems of people who suddenly 'get it' and see the benefits of continuous improvement. I love it when you suddenly find 25% more capacity working with what you already have and can see people feel the increase in productivity.

What advice would you give to your younger self?

I remember doing a big business process exercise, where we hired management consultants; at one point, 37 of them! But the work that they did belonged to them, not to us. I think, looking back, I would tell myself to take more of a Processfix approach: I would embed a culture of process improvement so that there is ownership within the organisation and direct engagement with the people working within or with the processes.

To speak to Tom about his experience of process improvement, please contact him via email: tfarrand@marks-clerk.com.



About us

Organisations rely on processes to get things done. Often these simply evolve over time and become inefficient ways of working. Processfix bring powerful, proven and behaviour-changing techniques to bear in a professionally facilitated environment.

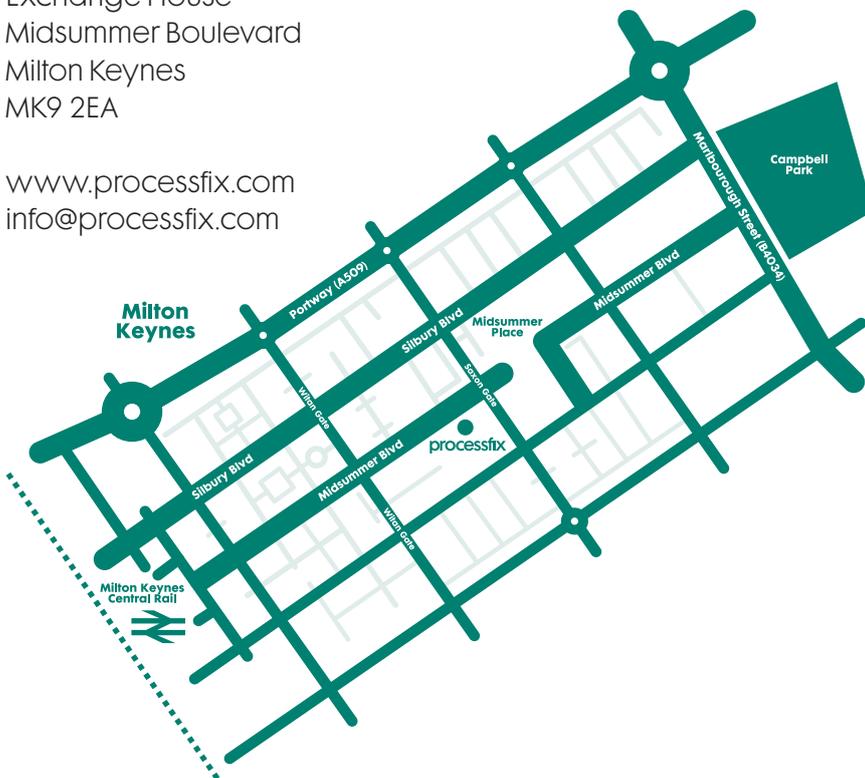
We focus on engaging your teams in their own improvement, empowering them to re-evaluate the way they do things and to develop new and improved ways of working that transform performance and deliver immediate results.

Whether you require Rapid Improvement Workshop facilitation, training, project leadership or an organisational wide process improvement programme. Processfix specialise in facilitating your team, delivering immediate benefits and instilling continuous improvement across your organisation.

If you would like to find out how Processfix can benefit your organisation, please contact us at:

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