

Process Change that Sticks

- Penny Baker – Assistant Faculty Registrar, Faculty of Business
- Karen Hill – Purchasing Process and Systems Manager

29th November 2018



UNIVERSITY OF
PLYMOUTH



Overview

Change Programme at University of Plymouth

Programme began in 2015 with 6 practitioners trained

Now 129 practitioners have been trained across most faculties and service/areas or directorates. There are 15 Change Champions and 8 Change Coaches

Have made £211k in cashable savings and given over 2100 days back



UNIVERSITY OF
PLYMOUTH

Programme Vision

To have equipped staff across the University with the competencies and confidence to make beneficial changes within their own teams, that stick.

By having created a positive and engaging culture that constantly challenges the status quo in pursuit of delivering the best services for students and staff



Programme Set Up

Programme Steering Group														
Executive Dean (Chair)	CFO	Registrar & Secretary	Head of Faculty Ops	Head of Admin.	Finance Director	HR Director	Head of Performance & Change	Alice Trethewey/ John Ward						
Change Champions														
Faculty of Arts & Humanities	Faculty of Business	Faculty of Health & Human Science	Faculty of Science and Engineering	Faculty of Medicine and Dentistry	Finance	HR	Library	Estates	Research	Technology & Information Service	Student Services	External Relations	Academic Partnerships	Registry
Change Coaches														
Faculty of Business	Faculty of Health and Human Science	Faculty of Science and Engineering	Faculty of Medicine and Dentistry	Finance	Estates	Technology and Information Service	External Relations							



What is Local Improvement

IT IS

- Locally lead.
- Locally sponsored.
- Locally owned benefits.
- A method for solving problems.
- A proven set of tools that work in HE.
- Aligned to business plans.
- Aligned to the University strategy.
- Supported by UEG.

IT IS NOT

- Little.
- Only about processes.
- Solution focussed.
- Just about efficiency.
- Lean Six Sigma.
- A new approach.
- A mandated approach.

SOME EXAMPLES

DAS PROCESS

STAFF EXPENSES

DPC PROCESS

HR RECRUITMENT PROCESS

MOBILE PHONE PROCESS

PC REQUEST PROCESS

ERASMUS EXCHANGE PROCESS

STUDENT TIMESHEET PROCESS

EXTENUATING CIRCUMSTANCES PROCESS



Session Outcomes

- Identify the concept of a process
- Identify the seven wastes that can occur in a process
- Identify the impact of small and large changes both in the process and the people



AUA Professional Behaviours

- Working together
- Finding Solutions
- Using resources effectively

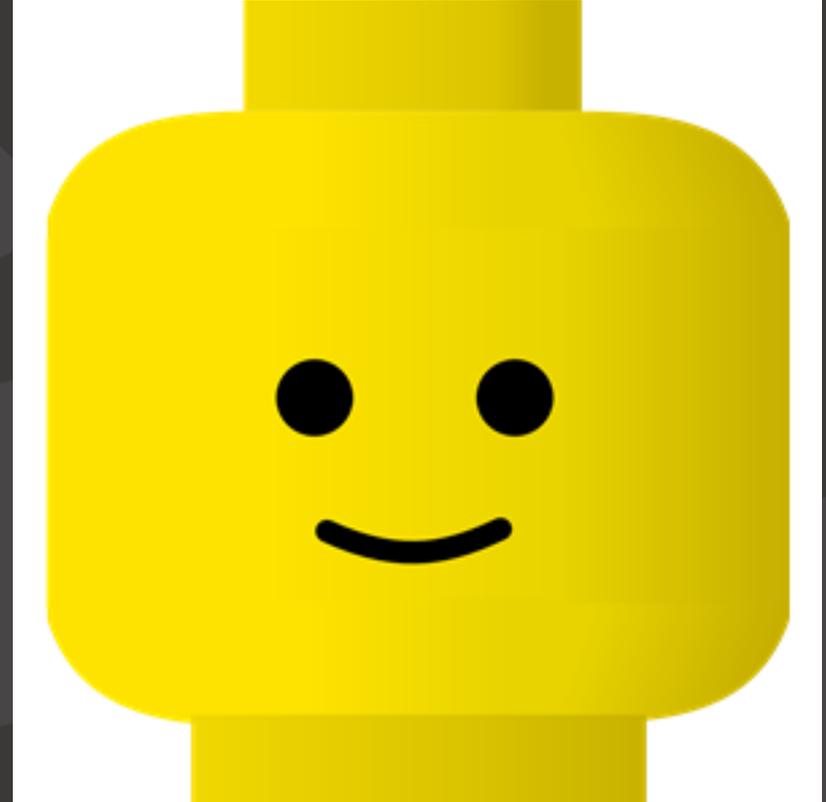


LEt's GO

In your teams you are going to make programmes for the Programme Leader

Programmes are built using skills and knowledge from across the institution, finance, teaching, registry etc...

The courier represents email/postal systems



UNIVERSITY OF
PLYMOUTH

Round 1 – Rules

1. Don't change anything
2. Keep building until you are told to stop
3. The Programme Manager would like 12 Programmes
4. The courier is the only person who can move the Lego between departments and must be called when needed
5. The courier will only move Lego in batches of 3
6. Departments can not start work until the courier has delivered to them (no preparation) and departments have to carry on working until the clock stops



Round 1 – Measurements

First one back

First batch of 12

Work in progress



UNIVERSITY OF
PLYMOUTH

Round 1 – Voices

How did that feel?



UNIVERSITY OF
PLYMOUTH

Round 2 – Rules

1. You can change 1 thing
2. The Programme Manager would like 12 programmes
3. The courier is the only person who can move the lego between departments and must be called when needed



Round 2 – Measurements

First one back

First batch of 12

Work in progress



UNIVERSITY OF
PLYMOUTH

Round 2 – Voices

How did that feel?



UNIVERSITY OF
PLYMOUTH

Waste

Transport

The movement of work (items or information) as part of the process.

- Moving products in and out of storage
- No signs identifying areas or departments
- Multiple approvals

Inventory

Storing of materials or documentation ahead of requirements.

- Excessive office supplies
- Obsolete files or equipment

Motion

The movement of people or equipment (not work) required to perform the process.

- Poor office layout – having to walk to the photocopier
- Searching for files you can't find

Waiting

Time spent by people or equipment within the process waiting for work to complete.

- Waiting for email replies!
- Waiting for approvals or signatures
- Equipment breakdown

Over-production

Delivering too much of something. E.g. excess printing.

- Producing reports that no one reads
- Producing extra copies – just in case
- Emails to everyone

Over-processing

Delivering a service in excess of what is really required, such as double-entering data.

- Reports that go into too much detail
- Multiple sign offs
- Collecting unused or unnecessary information

Defects

Errors in work, or anything that requires re-work.

- Order entry errors
- Design errors
- Invoice errors
- Missing info



Waste

Transport

The movement of work (items or information) as part of the process.



Inventory

Storing of materials or documentation ahead of requirements.



Motion

The movement of people or equipment (not work) required to perform the process.



Waiting

Time spent by people or equipment within the process waiting for work to complete.



Over-production

Delivering too much of something. E.g. excess printing.



Over-processing

Delivering a service in excess of what is really required, such as double-entering data.



Defects

Errors in work, or anything that requires re-work.



Round 3 – Rules

1. You can change anything but the shape of the programme must stay the same
2. The Programme Manager would like 12 programmes



Round 3 – Measurements

First one back

First batch of 12

Work in progress



UNIVERSITY OF
PLYMOUTH

Round 3 – Voices

How did that feel?



UNIVERSITY OF
PLYMOUTH

Any Questions?



UNIVERSITY OF
PLYMOUTH

Further Reading and Information

- <http://www.leanhehub.ac.uk/lean-he>
- https://www.researchgate.net/publication/249007449_IMPLEMENTING_LEAN_IN_A_HIGHER_EDUCATION_UNIVERSITY
- <https://core.ac.uk/download/pdf/74029560.pdf>
- <https://www.prosci.com/adkar#filtered>
- <https://www.prosci.com/resources/articles/change-management-best-practices>

Please feel free to contact us if you would like more information on University of Plymouth's Transformation Programme:

Penny Baker penny.baker@plymouth.ac.uk

Karen Hill karen.hill@plymouth.ac.uk



UNIVERSITY OF
PLYMOUTH



UNIVERSITY OF
PLYMOUTH



UNIVERSITY OF
PLYMOUTH