

## **Analyzing Processes to Streamline or Improve**

Here are some tips as you consider impacts of organizational re-alignment on your unit's ability to deliver services and programs. Contact Sharon Gabel ([Sharon.gabel@du.edu](mailto:Sharon.gabel@du.edu) or x13103) or Rachel Grafton ([Rachel.grafton@du.edu](mailto:Rachel.grafton@du.edu) or x13307) in Organizational Effectiveness for assistance at any time.

### **Getting started:**

Identify your department's core business and the critical processes used to execute the department's objectives.

### **For each critical process, evaluate the current process:**

1. What is the current process?
2. Are there gaps in the current process? Consider both internal and external gaps. Examples of gaps may be rework, quality issues, time delays, costs, lack of resources, customer expectations, etc.
3. Determine the root cause of the gap. This may be due to a recent change in your department or a change in expectations

Mapping processes to have a visual representation can make your reevaluation of current processes complete and comprehensive. Organizational Effectiveness has tools and staff resources to assist you with process mapping if you choose to do this.

### **If process gaps exist, determine how the process can be optimized:**

1. Combine process steps – Can multiple steps be completed in one step?
2. Automate process steps – Is there a way to use technology to complete a task? (i.e. software, internet, digital imaging)
3. Simplify current process – Can complex processes be broken down into simpler steps?
4. Reduce or eliminate steps that
  - a. Are redundant
  - b. Create delays
  - c. Have multiple hand-offs
  - d. Have multiple storage steps
  - e. Are time consuming compared to the value provided
5. Eliminate steps in the process do not add value – Ask "What value does this activity hold? Which stakeholder does it benefit?"
  - a. Appraisal activities – Are there unnecessary review and/or approval steps?
  - b. Internal failures – Where does the process breakdown internally within your department?
  - c. External failures
  - d. Reports not being used
  - e. Unexplained legacies – Are there steps that are done because they have always been done?

### **Implement new process**

1. Develop a project plan with timeline
2. Prepare a communication and training plan
3. Prepare for change
  - a. Build momentum

- b. Identify “hot buttons” of potential sponsors
- c. Translate solutions to reflect how sponsors’ needs will be satisfied
- d. Select the best timing
- e. Lead!

### **Evaluate the new Process**

1. Is the process working as desired?
2. Are key metrics being met?

### **Avoid “band-aids”**

- Only temporarily closes the gap
- Act as “work arounds”
- Delays the gap from reappearing in the future
- Frequently transfers the problem from one area to another
- May be hard to remove in the future
- Can restrict future growth
- May become the weak link in future failures

Evaluating and streamlining processes can be challenging, but is often inspiring as your team sees the benefit and value to the work they do each day. Making this a team project and involving each member of your unit as appropriate can lead to the best results for all.

Organizational Effectiveness is ready to assist you with any aspect of your process evaluation, analysis, change, and implementation. Please contact us if you would like to discuss your unit’s processes and future needs.

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