



ALAMO
COLLEGES

ST. PHILIP'S COLLEGE



The Nation's Only Historically Black College & Hispanic Serving Institution

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**GOOD 2 GREAT FOLLOW-UP
JUNE 15, 2011**

WELCOME ATTENDEES





The Nation's Only Historically Black College & Hispanic Serving Institution

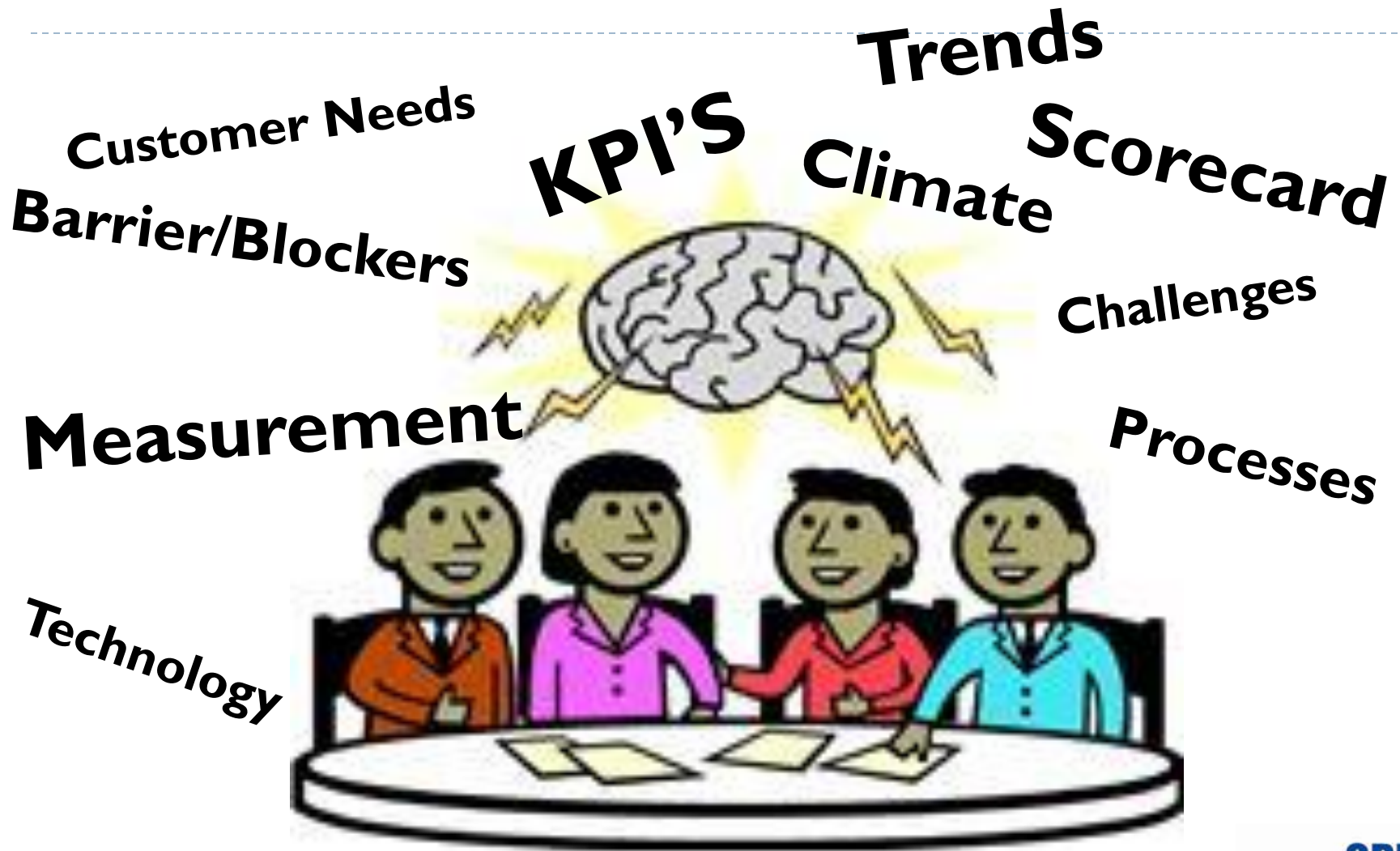
Agenda

- ▶ **Introduction and Reflection**
- ▶ **Process Management Team Activity**
- ▶ **Team Report-outs and Process Refinement**
- ▶ **Lunch**
- ▶ **Strategic Planning and Goal Deployment Review**
- ▶ **Action Planning at the College Level Team Activity**
- ▶ **Scorecard Development**
- ▶ **Team Report-outs**
- ▶ **Action Items and Next Steps**

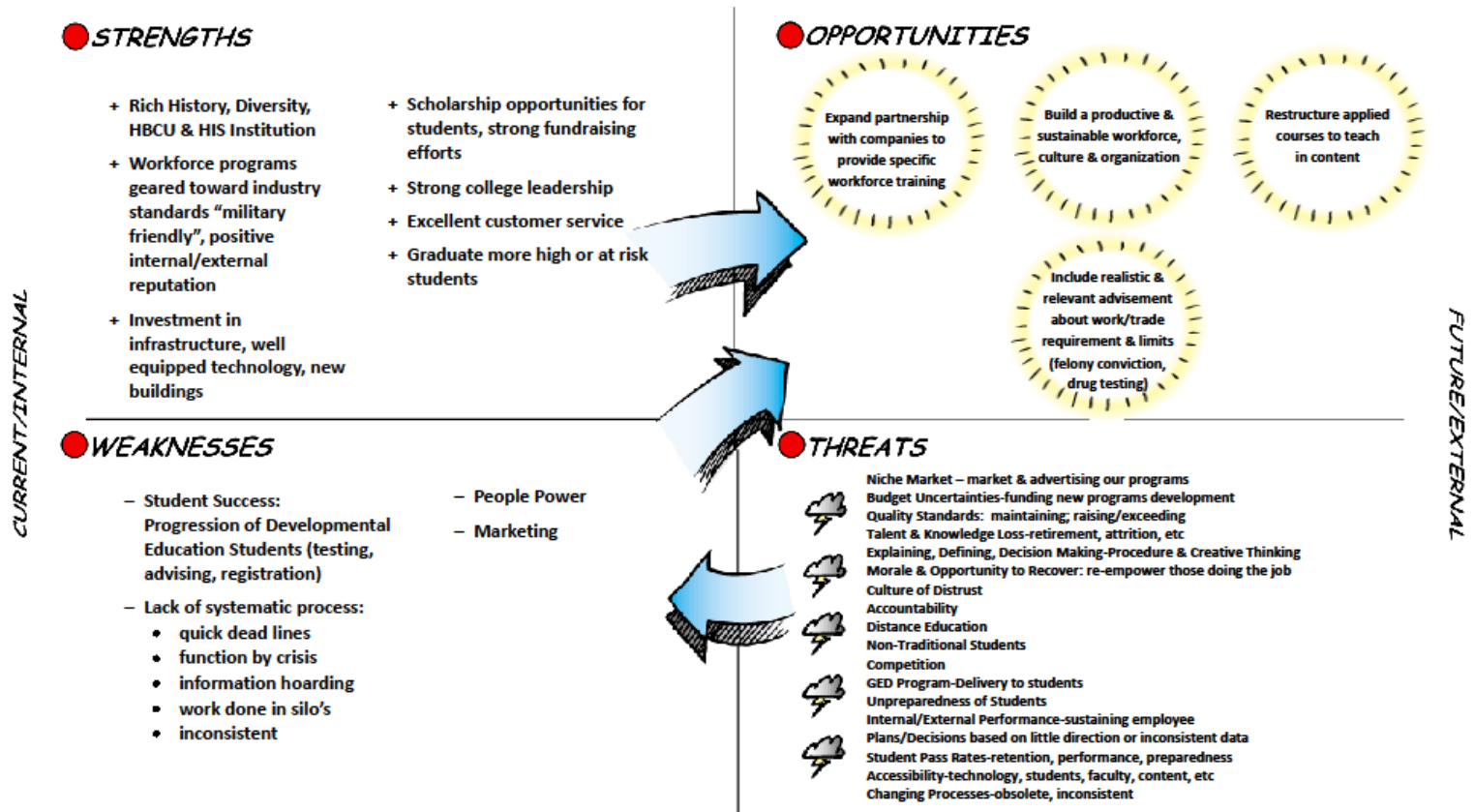
Accomplishments

- Selected by Bill & Melinda Gates Foundation – Completion by Design as a pilot institution
- LVN Program Star Finalist
- Received “Achievement Level” Quality Texas
- PTK - 5 Star status and listed among 100 chapters
- AT&T Donations
- Raised over \$4,000 at G2G Retreat
- Conferred 972 Degrees and Certificates

Brain Power



SWOT Analysis

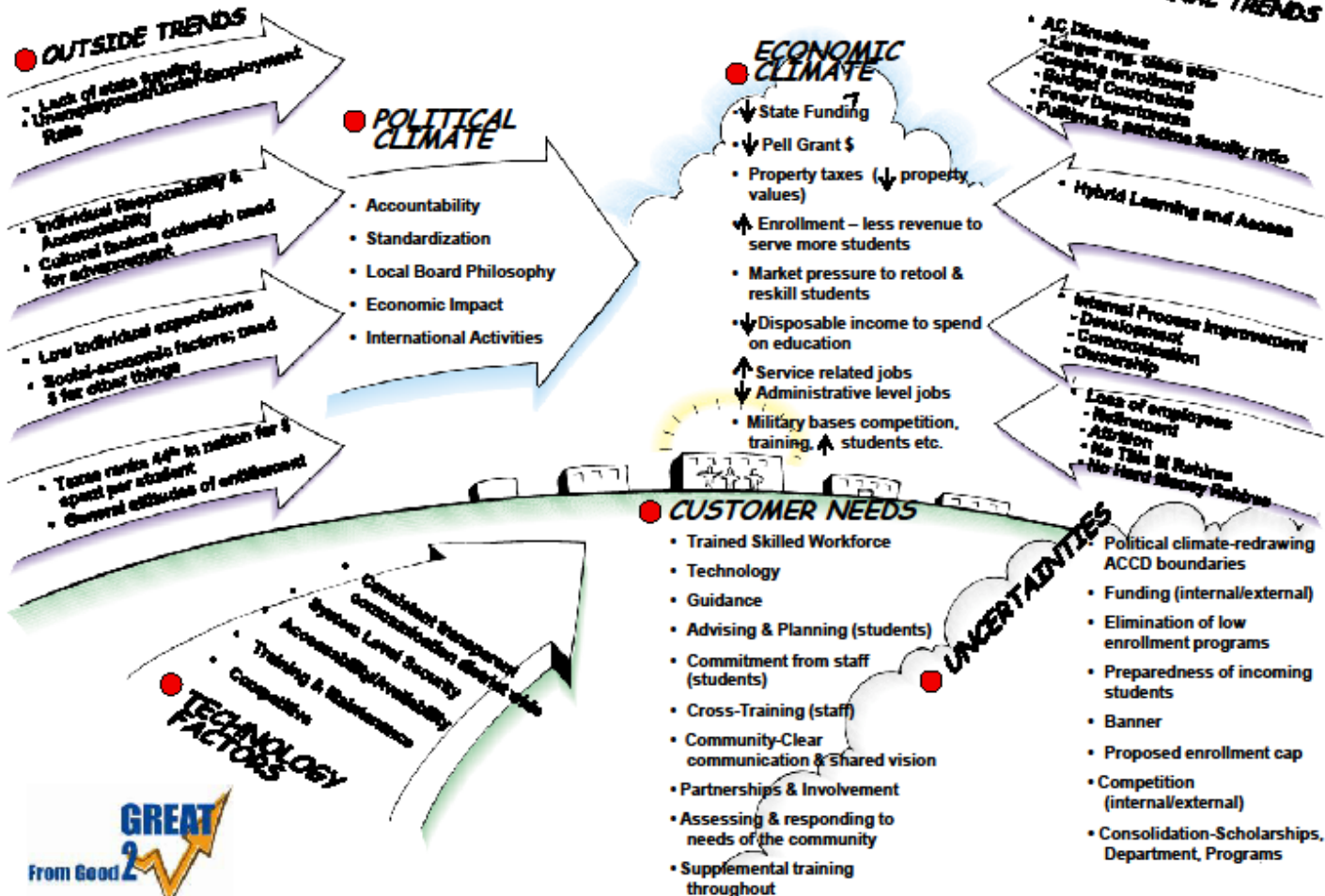


St. Philip's College ● SWOT Analysis ● May 2011



Context Map

St. Philip's College ● Context Map ● May 2011



Core Processes – TAPE

Quality Instruction

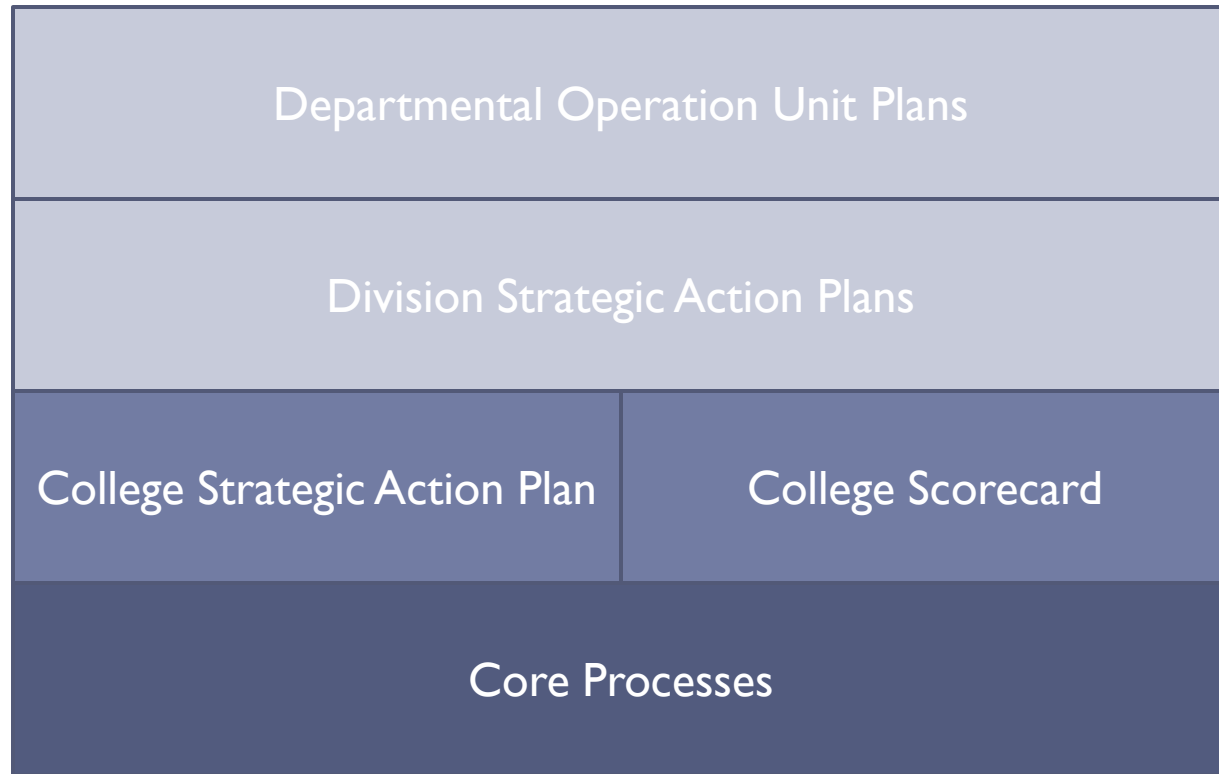
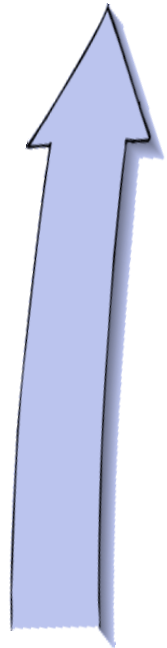
Support for Learners

Business and Industry Responsiveness

Community Engagement (Internal and External)

Institutional Operations

SPC Future



Rules of Engagement

- Everyone Participate/ No One Dominate
- Build on Each Others Ideas
- Humor Helps
- Criticize Behavior /Not Person

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Objectives:

Build skills in process management and measurement

Continue knowledge building of strategic planning deployment concepts for leadership team

Develop aligned and linked college level/organizational level action plans to objectives and goals

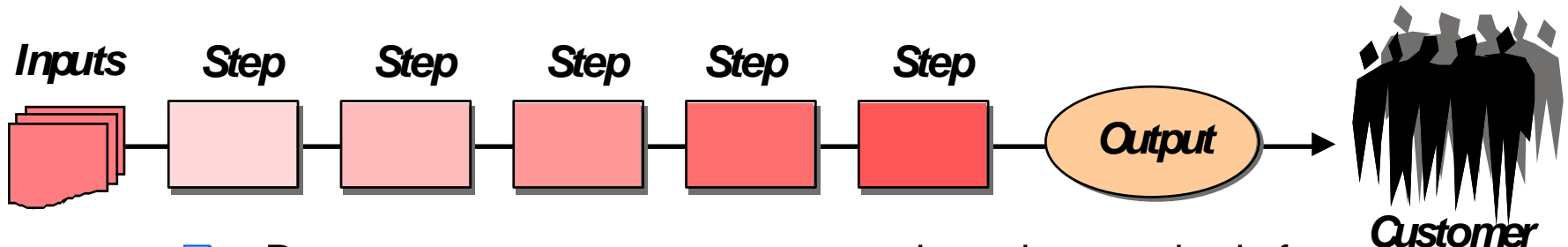
Draft Level I Scorecards

Understanding Processes

- ▶ **Measuring**
- ▶ **Mapping**
- ▶ **Improving Work Processes**

What Is a Process?

Process n. *A series of interrelated activities which convert inputs into outputs.*



- Processes consume resources and require standards for repeatable performance.
- Processes respond to control systems which direct the quality, rate and cost of performance.

What Is a Process Map?

Process Map n. A picture of a process or system sufficiently detailed to facilitate meaningful improvements.

Process Mapping: used to analyze and improve educational processes!

- A critical tool for defining performance issues, benchmarking projects and customer/stakeholder/supplier requirements.
- The flow chart breaks the process down into component parts and identifies suppliers, customers - stakeholders and time frames for each step.
- A flow chart must contain sufficient detail to show who currently does what, and at what time.
- **All flow charts must first be defined as currently being performed.** A most difficult task in process analysis.

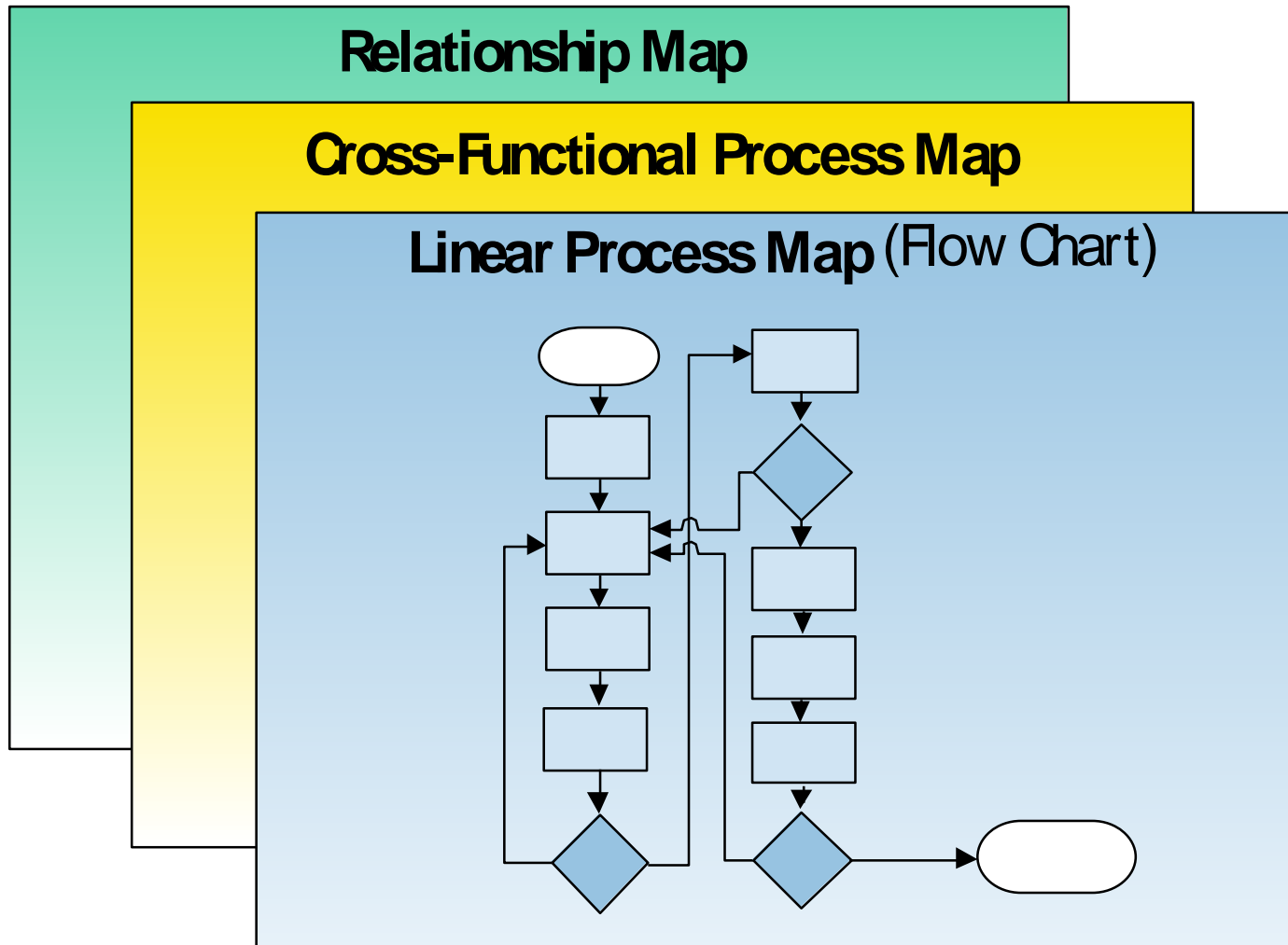
Why is Process Mapping Important?

- ▶ Leads to process understanding
 - Improvement begins with construction of “As Is” process map
- ▶ Prerequisite for process improvement
 - ”Should Be” process maps guide improvement implementation
- ▶ First step in true benchmarking

Uses of Process Maps

- ▶ Gather data for process improvements
- ▶ Identify barriers/potential problems at interfaces
- ▶ Identify causes of bottlenecks
- ▶ Identify points to fix/develop action plans

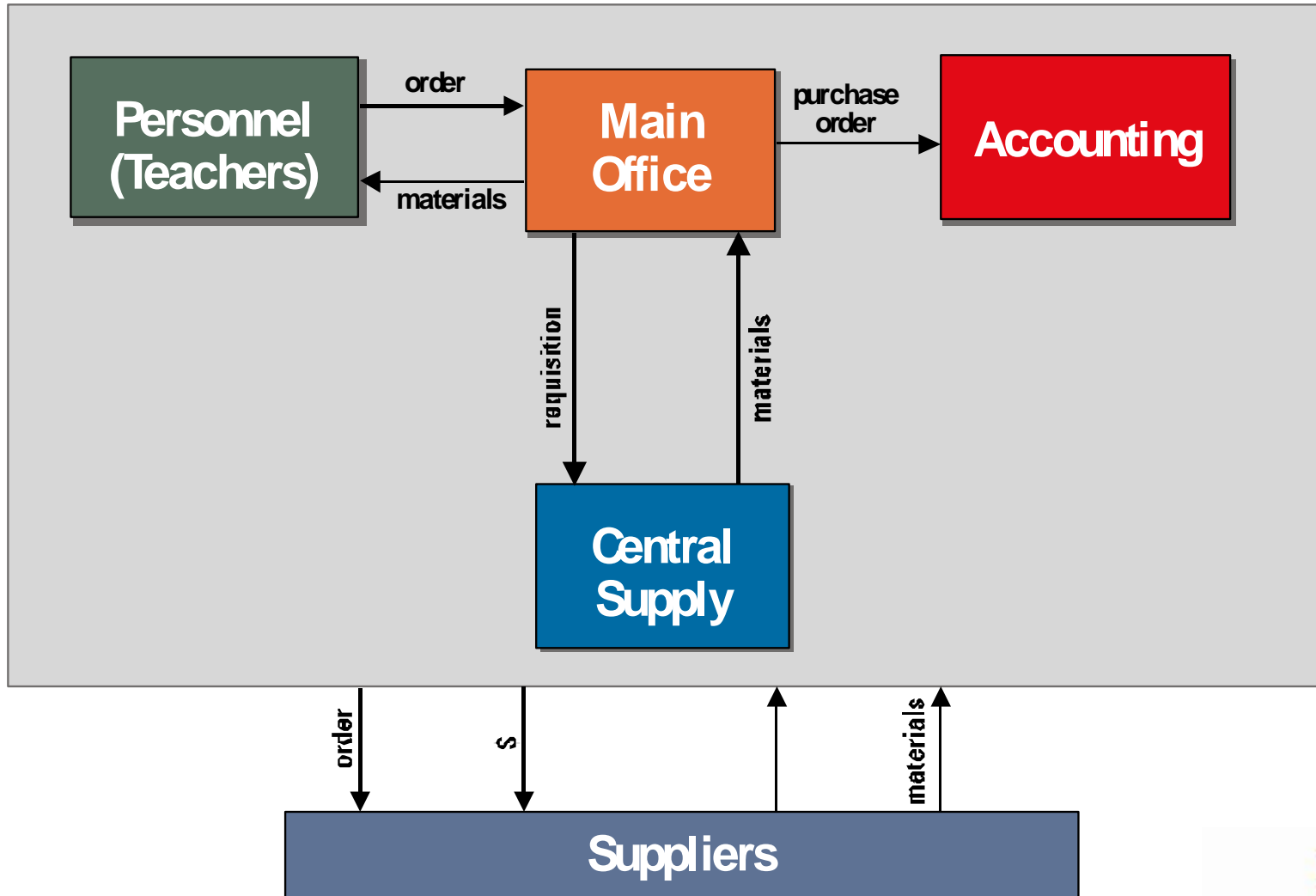
Types of Process Maps



The Relationship Map

- ▶ The relationship map is used to represent processes and relationships in a general system.
- ▶ This system, for us, is the organization or a particular function of an organization.
- ▶ The relationship map does not indicate a process flow over time. It does, however, indicate the points of interface, external and internal, to an organization

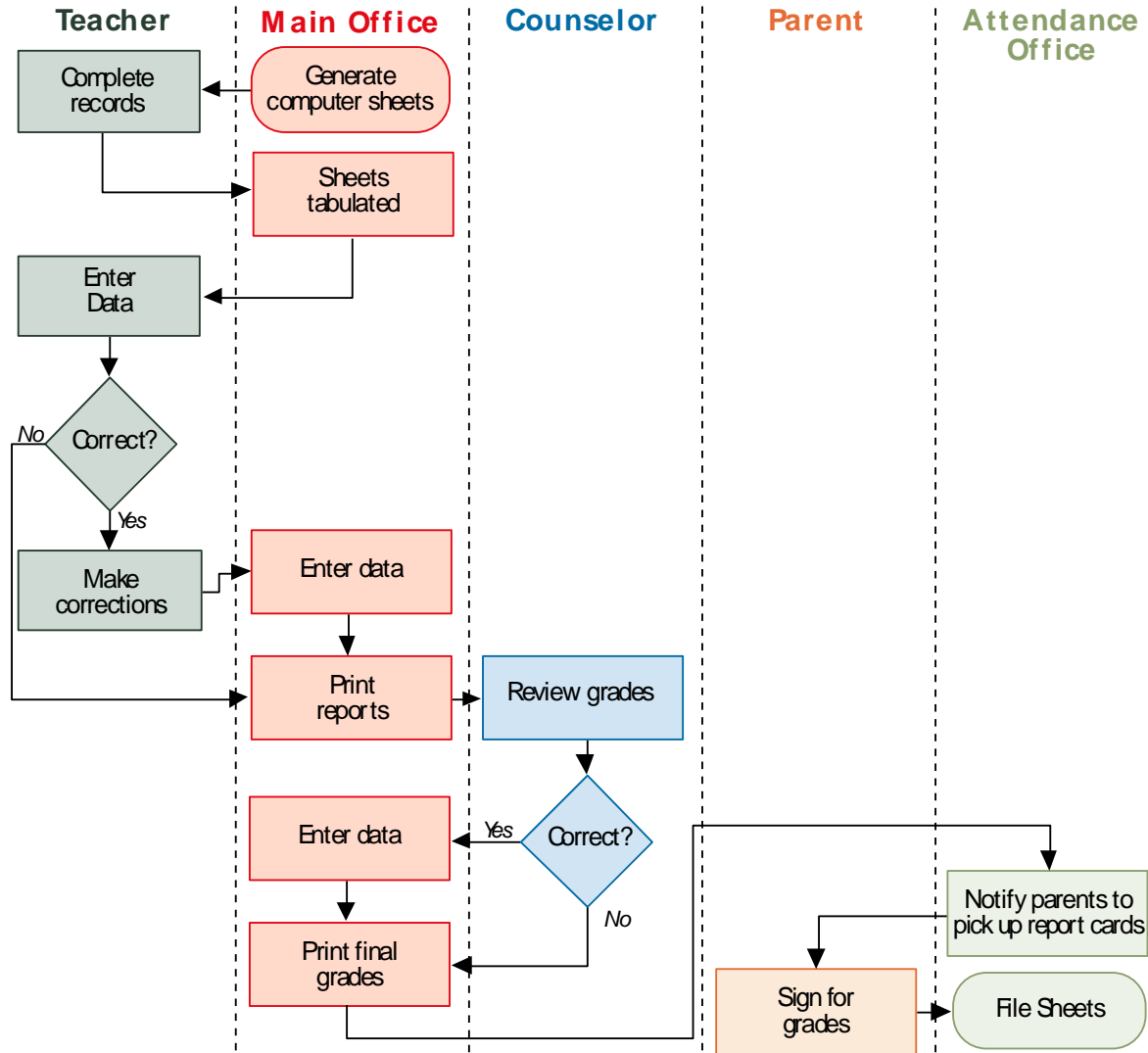
Relationship Map



The Cross-Functional Process Map

- ▶ A cross-functional map shows what the steps are and who is performing each of the steps required to produce a product or service
- ▶ The linear process is shown as moving from left to right or top to bottom, and the particular functional area involved in each step is identified. As the process moves across the page, it is connected from one step to another step by vertical and/or horizontal arrows.

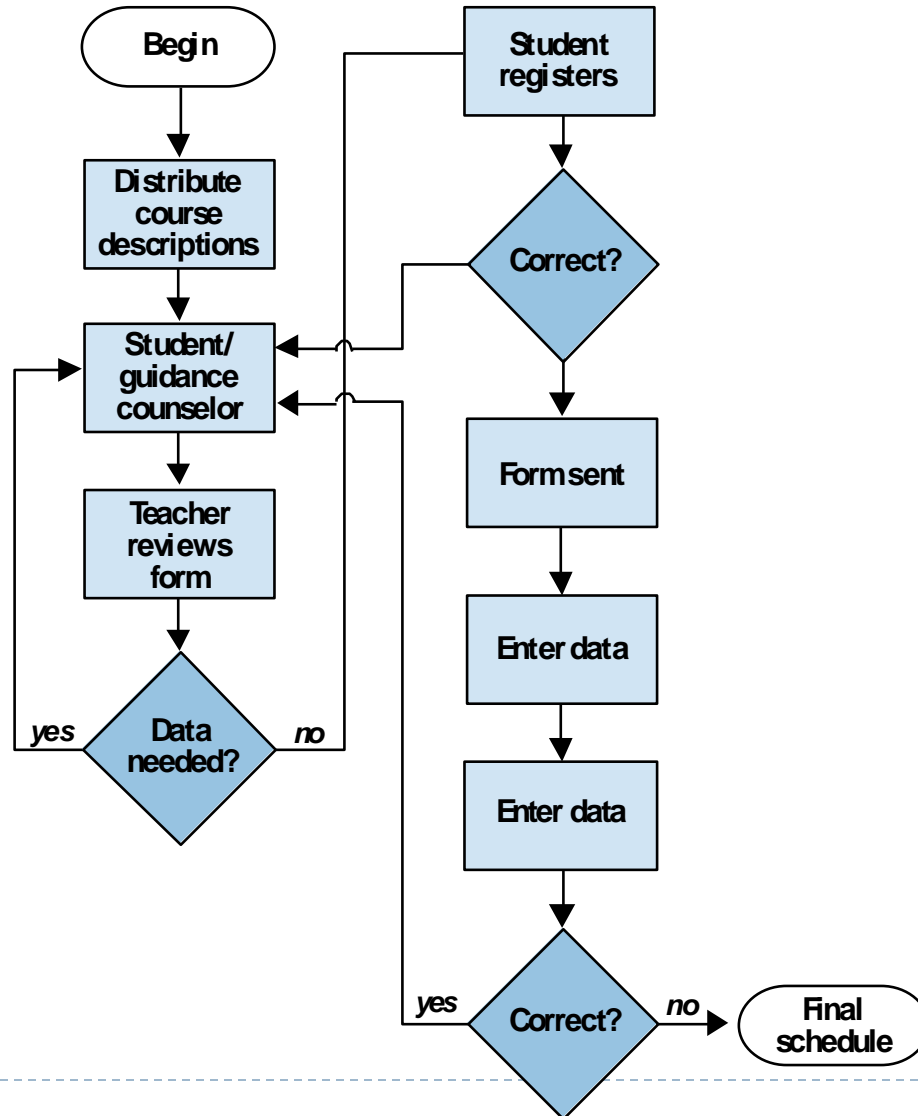
The Cross-Functional Process Flow Map



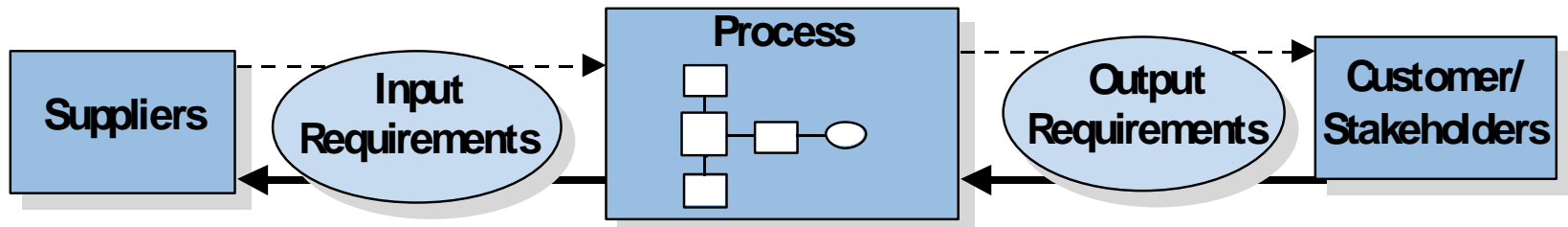
The Linear Process Map

...It is constructed for the purpose of showing the flow of products/services in a process or cycle over time. It shows the steps of a process.








The Linear Process Map



Understanding Your Process



Process Mapping – standard symbols

Symbol	Meaning	Example
 Operation:	An operation is performed whenever some change in an item occurs. The change may result from the expenditure of labor, a processing activity, or a combination of both.	<ul style="list-style-type: none"> • Clean a room • Fill out a form • Design a course
 Decision Point:	A point in a process where a decision is made that leads to different processing steps.	<ul style="list-style-type: none"> • Is it complete? • Add staff or contract? • Is all required information included?
 Parallelogram	Concrete output or deliverable. Also used to show inputs.	<ul style="list-style-type: none"> • Bill • Customer problems solved • Meal served
 Direction of Flow:	Denotes the direction and order of process steps.	
 Connector:	Continues the flow to another line or page.	<ul style="list-style-type: none"> • Separate function or department
 Oblong:	Process begins or ends.	<ul style="list-style-type: none"> • Point process starts and/or ends.
 Queue/Wait:	To form or wait in line.	

Caveats

- ▶ “As Is” not “Should Be”
- ▶ Need consensus from all stakeholders (or people that touch the process)
- ▶ Don't expect one session to be enough

Process Mapping - Steps

- ▶ List all activities (brainstorm).
- ▶ Copy activities on sticky notes.
- ▶ Arrange activities in sequential order.
- ▶ Identify decision points and alternate paths.
- ▶ Check for completeness and accuracy.

Process Definitions

Process Definition				
Process Owner: <i>Who has the authority to make changes to the process?</i>		Process Name: <i>What process is being defined?</i>		
		Starts with: <i>Where does the process begin?</i>		
		Ends with: <i>Where does the process end?</i>		
Supplier	Input (be specific)	Process	Output (be specific)	Customer
<i>Who supplies the inputs?</i>	<i>What materials and information are required to perform the activity?</i>	<i>What are the steps of the process?</i> <i>(Provide a flow chart on a separate sheet)</i>	<i>What are the things and information that are the end result of the activity?</i>	<i>Who are the users of the output?</i>

Process Definitions

Process Definition				
Process Owner:		Process Name:		
		Starts with:		
		Ends with:		
Supplier	Input (be specific)	Process	Output (be specific)	Customer

Measures/Performance Indicators

▶ These Factors...

- ▶ Quality – Better
- ▶ Cost – Less expensive
- ▶ Cycle Time – Faster

▶ Must link into...

- ▶ Performance of supporting functions
- ▶ Organizational strategy

Analysis of a Process Map

- ▶ Identify value-added activities
 - Necessary steps (work gets done)
 - Prevention steps (done to prevent a subsequent problem)
 - Inspection steps (done to check a previous step)
- ▶ Identify non-value added activities
- ▶ How long does each activity take?
- ▶ Where are there current problems?
- ▶ Where are the longest delays?

Opportunities for Improvement

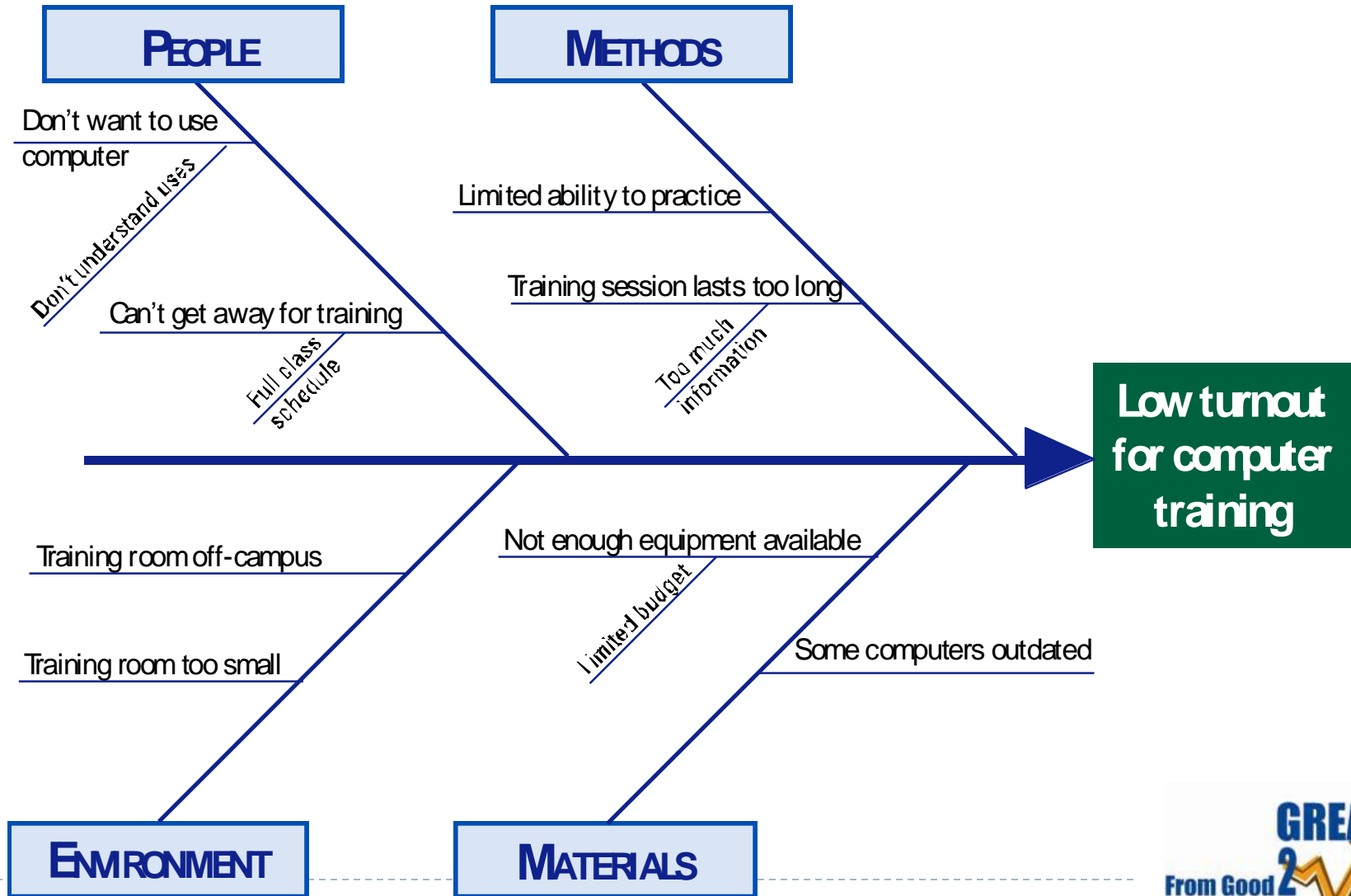
- ▶ Identify potential bottlenecks/barriers/breakdowns
- ▶ Cycle time analysis
- ▶ Analysis of Wait Time (Queues)
- ▶ Inspection Possibilities

Identify Potential Bottlenecks/Barriers and Breakdowns

At each process step (activity)

- ▶ What could go wrong?
- ▶ What is going wrong?
- ▶ How is it affected by previous activities?
- ▶ How does it affect subsequent activities?

Determining Improvement Opportunities



Cycle Time Analysis

- ▶ Which activities take the longest time to complete?
- ▶ Why?
- ▶ Is staffing adequate?
- ▶ Is training adequate?
- ▶ Can the activity be simplified/combined with another activity/eliminated?

Analysis of Wait Time (Queues)

- ▶ Where do delays occur?
- ▶ Why?
- ▶ Is capacity sufficient for peak demand?
- ▶ Should it be? (Cost-effectiveness)
- ▶ Can you develop contingency plans/resources to satisfy peak demand?

Inspection Possibilities

- ▶ Where are problems discovered?
- ▶ Where do they actually occur?
- ▶ Would formal inspection early in the process be helpful?
- ▶ Can problems be prevented?

Develop “Should Be” Process

- ▶ Take information from analysis and develop a “Should Be” process map
- ▶ Compare process maps
- ▶ Determine measurement improvements
- ▶ Debrief Activity

Next Steps in Process Mapping

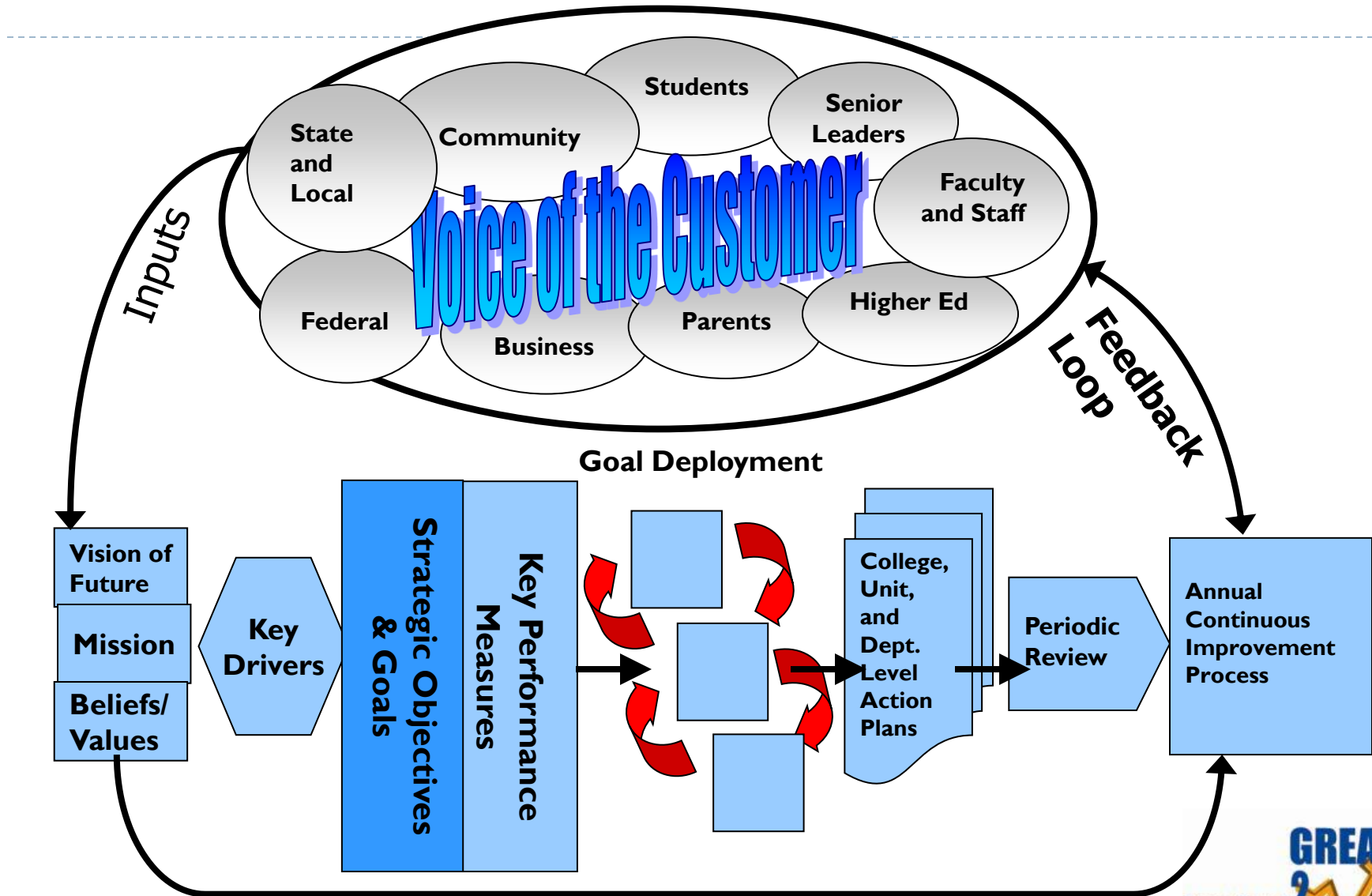
- ▶ Develop an Action Plan for process mapping
- ▶ Determine Team Members
- ▶ Request Sponsor

Lunch



Core Elements of a High Performing Organization

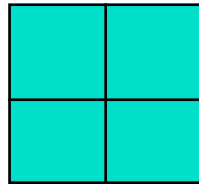
- ▶ Effective Leadership
- ▶ Clear Direction
- ▶ Strong Cultural Values/Beliefs
- ▶ Deployment of Goals at all Levels
- ▶ Regular Cycles of Review
- ▶ Balanced Perspectives
- ▶ Executed Results



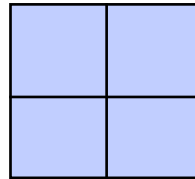
Goal Deployment Scorecard and Action Planning Process

Objectives, Goals, Strategies

College Level



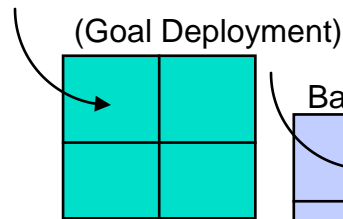
Balanced Scorecard



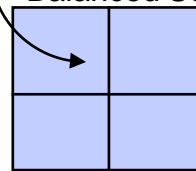
Measures / Goals
Plus Agreed Other Key Org.
Level Measures / Goals

12-24
Max.

Unit Level



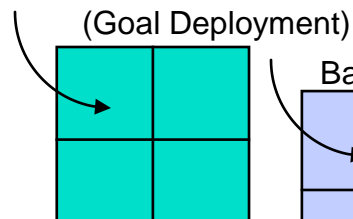
Balanced Scorecard



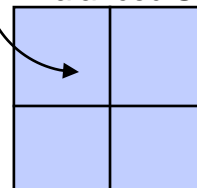
Deployed Unit Level Measures /
Goals
Plus Agreed Other Key Process
Measures / Goals

12-24
Max.

Department Level



Balanced Scorecard



Deployed Dept. / Process
Measures / Goals
Plus Agreed Other Key Team
or Process Specific Measures

12-24
Max.

Individual and Student Level

(Goal Deployment)

Balanced Scorecard



Step By Step Goal Deployment

- ▶ Strategic Objectives and Goals are Non-negotiable
- ▶ Action Plans can be Adopted, Adapted or Negotiated
- ▶ Measures of Success Align to Goals and Actions
- ▶ Targets are set Based on College Level Targets, External Benchmarking, and Current Trends

Workshop Actions

- ▶ Break Into Focus Area Teams, Assign roles
- ▶ Assign a Champion for Goals
- ▶ Distribute Team Worksheets, Action Plan Templates
- ▶ Develop Action Plans for Each Goal
- ▶ Develop 1-4 strategies per goal
- ▶ Develop Action Plan for each strategy
- ▶ Create 4-12 Action Steps for each strategy
- ▶ Request Help from Facilitator
- ▶ Check for linkage to SWOC
- ▶ Complete Drafts and Present to Leadership Team

Break

WILL RETURN



Team Report – Outs



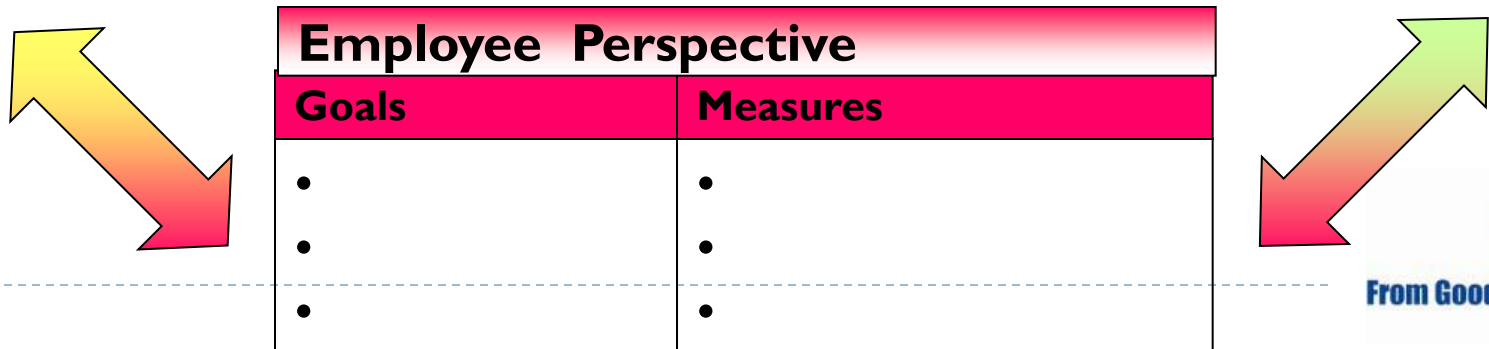
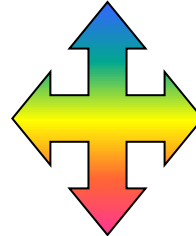
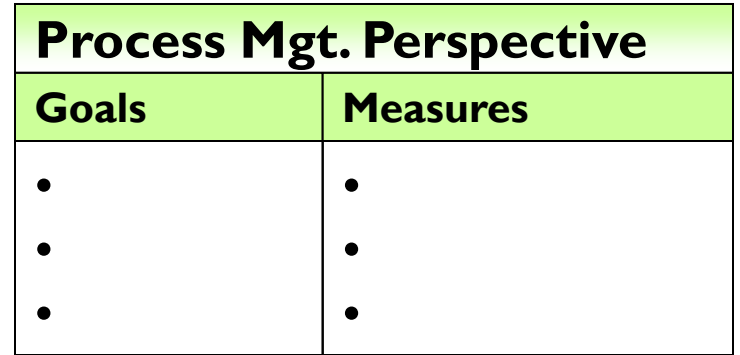
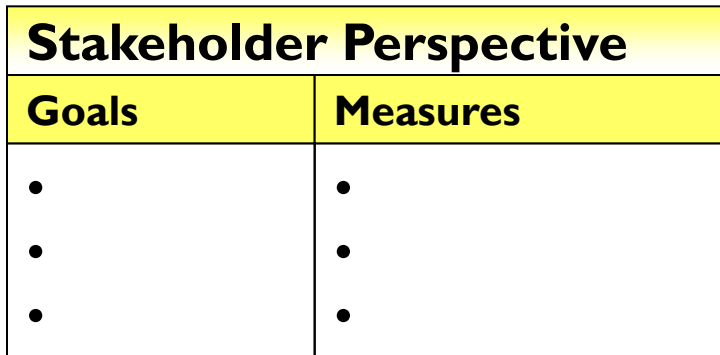
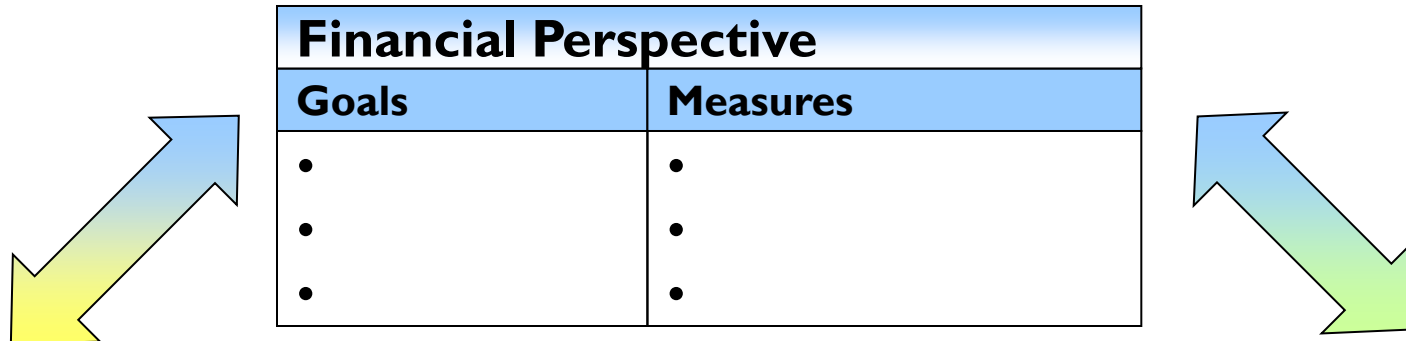
A History of Keeping Score

- ▶ Kaplan and Norton research high performing organizations (KPMG and Harvard study 1990)
- ▶ Scorecards provide the linkage between vision and strategies
- ▶ Measures indicate the success of the strategies and actions
- ▶ Balance of indicators guide and manage the organization's journey
- ▶ Targets set the future direction

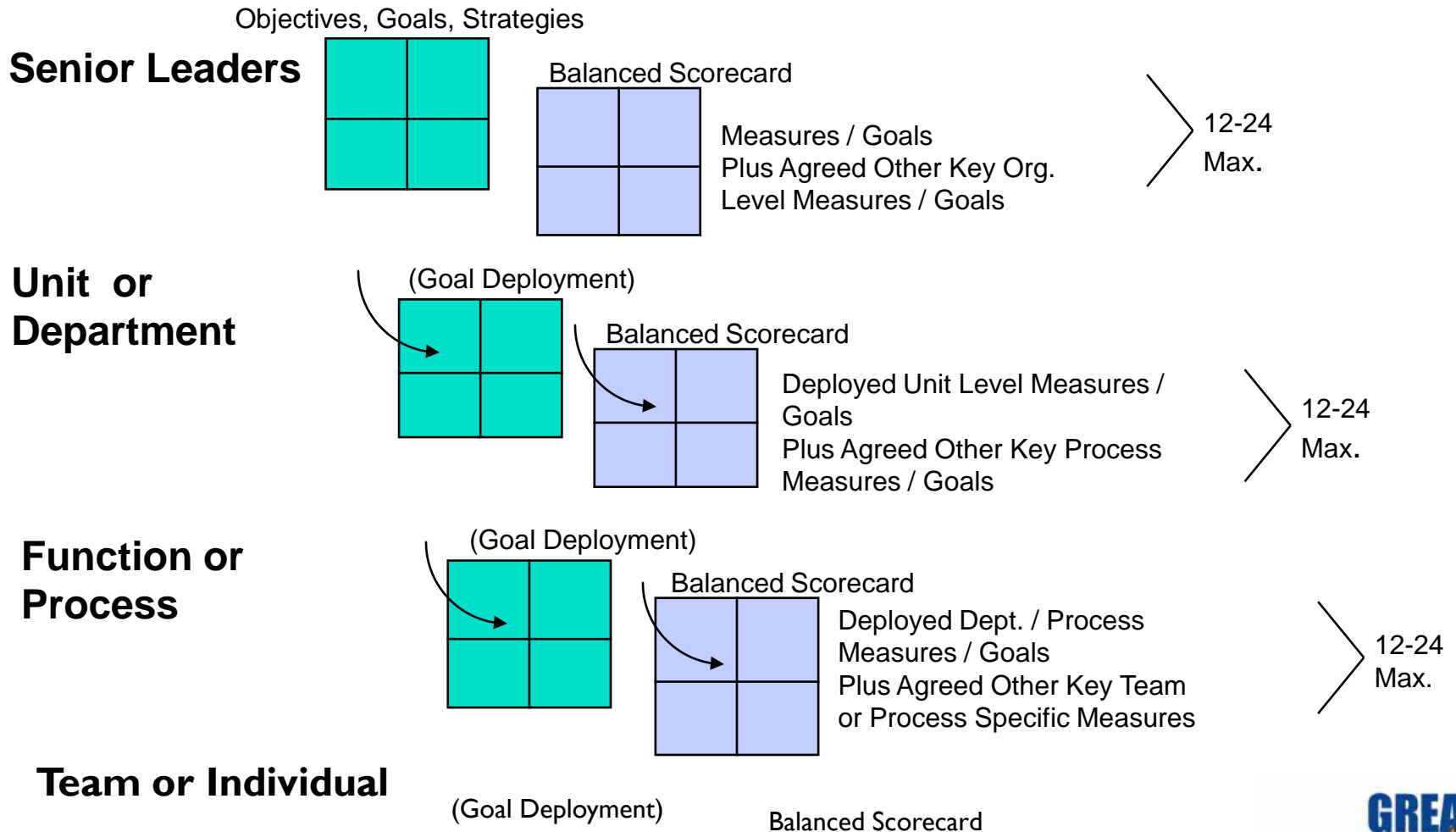
Why Keep Score:

- ▶ Need for a comprehensive set of measures to determine success
- ▶ Balance of “leading and lagging” measures
- ▶ Provide knowledge of relationships of systems and focus areas
- ▶ Communicate progress or need to improve/rework
- ▶ “Inspect” your expectations!
- ▶ Align all performance tools to objectives and goals

Universal Indicators of a Balanced Scorecard

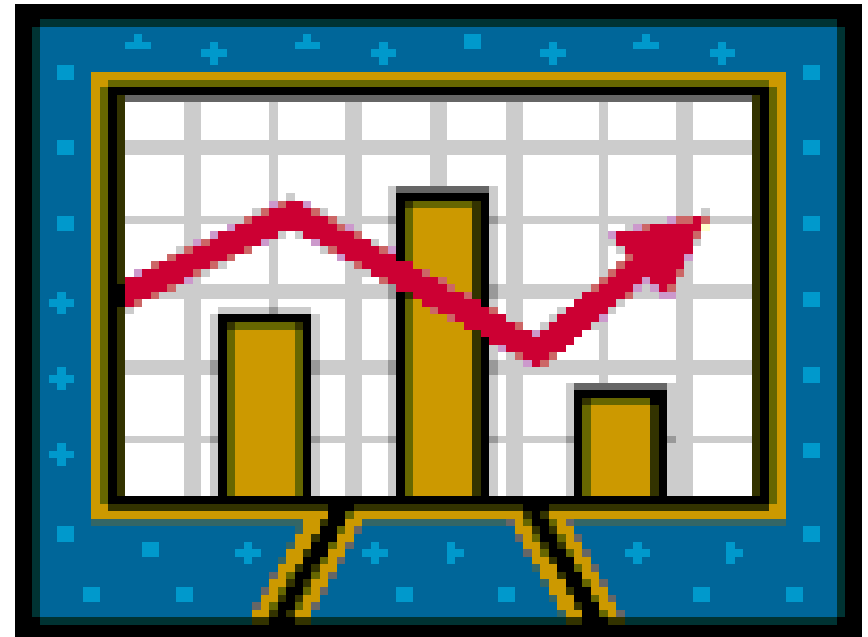


Goal Deployment Scorecard and Action Planning Process



Indicators of Measurement Success

- ▶ Few and Focused
- ▶ Measure what is important to the customer
- ▶ Measures have to be actionable
- ▶ Measures developed from “catch-ball” concept



Develop an Organizational Scorecard

- ▶ Teams use drafted action plans for “focus area”
- ▶ Assign roles and responsibilities
- ▶ Use focus area scorecard template and determine “key” performance indicators
- ▶ Identify “targets” for each indicator (historical, benchmarking, and continuous improvement)
- ▶ Identify any potential barriers to scorecard development and reporting
- ▶ Report-out selected measures and targets for success

Team Report – Outs



Edit and Refine Action Plans

- ▶ Teams return to break-out assignments
- ▶ Edit and refine action plans based on input from senior leadership
- ▶ Review and refine key measures if needed
- ▶ Identify barriers/blockers for action planning and goal deployment
- ▶ Return to large group and team spokesperson will present revisions and barriers/blockers
- ▶ Request help from facilitator

Next Steps and Action Items Review



Additional Resources

- ▶ The Process Management Memory Jogger
- ▶ Kaplan and Norton's ***Balanced Scorecard***
- ▶ Mark Graham Brown's ***Keeping Score***
- ▶ Chang and Morgan's ***Performance Scorecards***
- ▶ Tenner and DeToro's ***Total Quality Management***
- ▶ ***The Team Handbook***, the Joiner Methodologies Group