

March 18-21
2013

**Grossmont-
Cuyamaca
Community
College
District**

Business Process Analysis:

Payroll and Onboarding Processes

with Strata Information Group



Workshop Outline

As a first step in implementing the Master Plans for the District and the Colleges, Strata Information Group (SIG) is working with the District and the Colleges to analyze and improve the underlying processes. This analysis yields two primary outputs: 1) requirements for the vendor demonstration scripts, and 2) ideal process maps to be used to set the trajectory for the implementation of new modules and processes. The objectives are to develop better processes and to take full advantage of the new technology.

To meet the objectives, a series of Business Process Analysis (BPA) workshops were conducted to examine the various processes related to human resources and payroll at GCCCD. The objectives of the workshops included the following:

- Review the principles of Business Process Analysis (BPA)
- Map the existing processes
- Analyze the process maps and identify obstacles and potential opportunities for improvement
- Design new processes that enhance service, reduce steps, and take full advantage of technology
- Develop requirements for the vendor demonstration
- Set the trajectory toward the “ideal” process

Participants represented a wide range of faculty, staff, and administrators from Grossmont College, Cuyamaca College, and the District. Kari Blinn, from SIG, facilitated the workshops. Participants were engaged and insightful. They articulated the issues with the current processes – and generated many opportunities for improvement. This document contains the contents and outcomes of the groups’ efforts.

Purpose

From Chancellor Miles:

We are moving forward with the implementation of the Master Plans for the Colleges and the District. As part of this important undertaking, we need to review our current technology environment to assess how well our systems are serving students, faculty and staff.

One of the first areas for review is our [Payroll/Human Resources] System. The 2012-2017 IT Plan calls for improving these functions and services through better integration between systems and, in particular, evaluating the current efficacy of processes and the potential for implementing the Colleague [Payroll/Human Resources/Finance] Module.

I invite you to participate in a [Payroll/Human Resources] Business Process Analysis (BPA) Workshop to assess the current status of our payroll processes and develop an ideal process that will be important in planning the direction of our future technology. This BPA is a very important step in improving services and for better utilizing our existing resources, especially our most valuable one - Human Resources. We have used the BPA process several times before and it has been very beneficial. The process for the BPA will follow these general steps:

- *Map the existing process*
- *Identify opportunities and obstacles*
- *Make recommendations for an improved process*

I would very much appreciate your participation in this process and to the future improvements discussions because of your expertise, involvement and credibility regarding the payroll process. Your insights and recommendations are critical as we move ahead.

Process Themes/Issues

Process mapping is a technique used to visualize and to correct process problems:

- Choke points
- Layering
- End runs
- Shadow systems
- Unintended consequences “downstream”
- Not scalable
- Focused on symptoms rather than roots
- Paper

Benefits of BPA

- Improved service to students, faculty and staff
- Enhanced collaboration across the organization
- Streamlined, efficient and effective operations
- Making better use of everyone's time
- Taking full advantage of technology
- Eliminating redundancies and re-work
- Minimizing errors
- Model best practices

Observations

During the workshops, participants identified issues with the current processes. Themes included the following:

- Processes are long and unnecessarily complex
 - Too many steps – many hand-offs within and between departments
 - Paper-driven, secure information stored in binders – paper lost along the way
 - Sequential (rather than parallel)
 - Fragmented
 - Manual, handwritten
 - Checking and re-checking – including adding columns of numbers manually
 - Lack of clarity and consistency
- Systems not integrated
 - No single system of record
 - Entering the same data 3, 4, and 5 times
 - Maintaining multiple shadow systems – e.g. Excel sheets, Access databases, Word lists
 - Significant overhead (staff time) costs
 - Lots of room for error

Characteristics of Redesigned Processes

- Simplicity replaces complexity
 - Design around the rule and handle the exception
 - Dramatically reduce the number of steps
 - Add clarity and consistency
 - Shorten cycle times – fast from start to finish
 - Ensure process flows smoothly
- Integration replaces fragmentation
 - Single system of record
 - Clean integration when necessary
 - Fully utilize technology (resist “layering” paper on top)
 - Eliminate the need for shadow systems
 - Eliminate duplicate data entry
 - Eliminate paper
- Significantly improve the experience for both “consumers” *and* “suppliers”
 - Provide opportunities for self-service – “get what I need, when I need it” – 24/7 access from any location
 - Free up staff and faculty for more meaningful engagement – and less time entering and maintaining data

Successful Projects

Participants discussed their experiences with successful projects. Some of the keys to successful projects are:

- Executive support
- Clear project plan
 - Measurable deliverables
 - Realistic timeline
- Strong project management
 - Management of scope – focus, focus, focus
 - Adherence to timeline
- Clear business owner/change “champion”
- Alignment of information technology
- Resources – time, tools, and money
- Implementation team made up of representative stakeholders – people who have “skin in the game”
- Over-communication