

## Overview

### Project Team

Project Champion:  
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Project Sponsor:  
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Project Lead and Support:  
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## Define

### Problem Statement:

Currently, staff are managing and tracking the completion of steps in the referee solicitation process in a very manual manner. These manual process steps and the additional work to track the progress of each step leads to an increased risk of missing steps in the process and missing deadlines. Additional customer dissatisfaction arises from incorrect info in the email templates (wrong names/gender and dates).

## Measure

### Goal Statement:

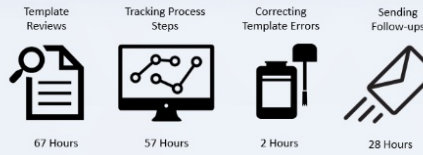
Automate the referee solicitation process to eliminate wasted staff time and improve the response rate/eliminate missed follow-ups. By eliminating the manual work (waste) that is required by the staff in this process, the staff is able to reallocate that time to work that is of greater value to the faculty they assist. Increase customer satisfaction by increasing email accuracy.

### Process Measure Benchmark

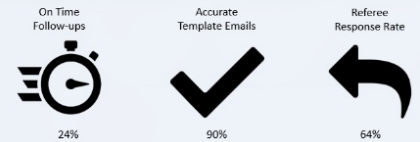
To get our current process measures and establish a baseline, the team used a sampling of data from the most recent file review cycle. This sample data was collected from each individual department to ensure the complete current process was captured.



### Processing Time



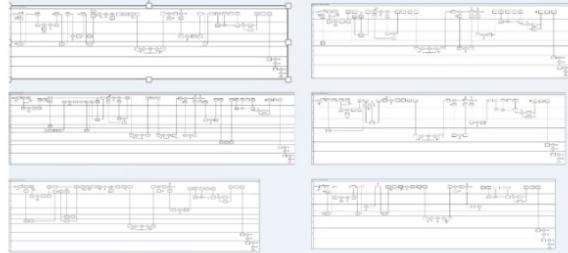
### Process Quality



## Analyze

### Current State Process Analysis

We identified that the six Jacobs School departments performed the referee solicitation process differently. While performing a deep dive into the process we created current state process maps for each department.

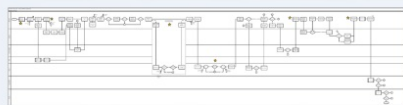


## Improve

### Agreed Upon Best Practice

We conducted a Kaizen event to develop a singular streamlined process that could be implemented in every department. This Agreed upon future state process included the best practices identified within the 6 current state processes.

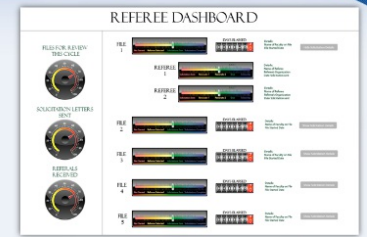
Having one standardized process will allow us to develop one set of process improvement requirements that will positively impact all departments



### Brainstorm

- With a clear understanding of the best practice process and the pain points within that process began brainstorming sessions aimed at building requirements for a future state system that will address the identified waste in the process and eliminate variation (defects)
- The requirements cover an all inclusive system for referee letters that will contain a database at replaces the shadow system spreadsheets being maintained individually in each department. The system will have a built in workflow to replace the manual effort time identified in our measure stage and allow users to quickly identify the status of their process.

### System Mock-up



## Control

### Control Plan

Through creation of a system that supports and automates the process of soliciting referral letters for faculty, we are able to capture data points that will be used in a Key Performance Indicator (KPI) dashboard that is available in real time. This dashboard will be used as a visual management system for this process and will be in place to ensure our improvements are maintained. These metrics will also allow us to identify any bottlenecks that arise in the future so we can act quickly to identify a root cause and begin corrective actions.

