



Process Mapping for success

Reducing Academic Workload when Managing Large Subjects

Business Improvement Solution

Background

The Subject Coordinator at a university normally manages all matters related to their subject. This can be a lot to carry, especially when the subject enrolment numbers become high; typically, in a Business School this can be from 400 to up to 1300 students in first year subjects.

Problem

At the start of the year the University came to us with the question of how to help academic staff manage large subjects in a more efficient way. DVE identified the following issues within the organisational structure:

- ◆ The subject coordinator feels overwhelmed and has difficulties with over-viewing all matters.
- ◆ Only one staff member is organising most of the related activities, including preparation and delivery of all materials.
- ◆ Lack of external input on the process.
- ◆ Uncertainty of the process in the case of a long-term absence of the Subject Coordinator.

Solution

It was necessary to determine the current issues and assess possible improvements. DVE suggested the optimal approach was to undertake Process Mapping workshops.

DVE organized workshops with all key stakeholders, including both Administrative and Academic staff, to enable them to share their experiences of this process.

This ensured everyone heard all stakeholders' point of view and allowed Academic staff to express their frustrations, desired outcomes and critical conditions for success, all of which helped to design the new process. This approach made it easier for administrative staff to understand the problems for academic staff.

DVE TIP

“A key stakeholder is anyone who has involvement in the process, make sure they're all in the room”

To implement an effective process mapping activity, the team defined the start point and end points of the process.

DVE TIP

“ In some cases, it's necessary to go beyond the faculty or organisational unit to determine the start/end of a process.”

This made it easier to determine:

- ◆ Key stakeholders
- ◆ Extent of key stakeholders' involvement
- ◆ Systems used in the project

After determining the project key stakeholders and systems that were being used, the **AS IS process map** was set up and was delivered to all workshop participants to review.

To clearly identify where the process could be changed and improved, all issues and bottlenecks were successfully identified in the process map.

After having gained valuable insights into the current process, stakeholders were able to start thinking of improvements and possible solutions for the **TO BE process mapping**.

A Second workshop was initiated to set up the new, more effective process and to strengthen the flow of the operation.

Achieved outcomes

Everyone was excited about the realignment of tasks between key academic and administrative staff and the process was almost immediately implemented by the School Managers. The faculty now has a more consistent approach to managing large subjects:

- ◆ Subject support is organised in a systematic way by specialist administrators.
- ◆ Academic staff have more time for teaching preparation and research activities.
- ◆ The service to students is maintained and improved

DVE Solutions

Can help you develop faster streamlined processes with bottlenecks eliminated and approval levels reduced, call us today at 1800 870 677!