Agenda

- Welcome
- Round table intros
- Presentation 1
- Presentation 2
- Round table reactions
- Upcoming events
EXCELLENCE IS TO DO A COMMON THING IN AN UNCOMMON WAY.

BOOKER T. WASHINGTON
Round table virtual meet-and-greet
Speaker: Jenny Smolnik
ASU Case Study
Knowledge Enterprise Operations: How One Group Became First in an Achievement

Jennifer Smolnik
Debt Compliance Manager
ASU PM Network President
Financial Services
EXCELLENCE
Def: quality of being outstanding or extremely good
From Latin excellere ‘to surpass’

Requires a BHAG (Big, Hairy, Audacious Goal)

GOAL – ISO Certification

In September 2017, OKED Operations, as a functional organization in support of the ASU research enterprise, was certified to ISO 9001:2015 quality standards. ISO 9001:2015 is the world’s most widely recognized quality management standard, which outlines ways to achieve and benchmark consistent performance and service. ASU’s OKED Operations is unique as a university research organization in the achievement of this certification.

Source: https://researchadmin.asu.edu/
What is ISO?
- Standards across a variety or products and services
- Process improvements, quality and safety
Why become certified?

Potential benefits:

- Organizational growth, savings and profitability
- Reduction in waste
- Increased efficiency
- Sustainable process, repeatable outcomes and improved customer satisfaction
Areas of Value

- Audit
- Perspective
- Change
In September 2008, under the direction of Tamara Deuser, VP of Knowledge Enterprise, a team was created to assist the research organization at ASU in documenting and improving processes.

Objectives
- Scope processes
- Develop metrics
- Manage change
Framework – Process Approach
Framework – Process Approach

<table>
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<tr>
<th>PLAN</th>
<th>DO</th>
<th>CHECK</th>
<th>ACT</th>
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| • Quality Policy  
  • Risk-Based Thinking | • Process Mapping  
  • Metrics | • Change Management Board  
  • Document Controls  
  • Process Audits | • Corrective Action Plans  
  • Continuous Improvement |

CUSTOMER SATISFACTION FOCUS
Onboarding Plans

Resources

Training

Connections
## Process Audits

<table>
<thead>
<tr>
<th></th>
<th>INTERNAL</th>
<th>EXTERNAL</th>
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<tbody>
<tr>
<td><strong>Auditor</strong></td>
<td>• Quality &amp; Continuous Improvement (QCI) Team or Third Party</td>
<td>• Third Party (DEKRA)</td>
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<td></td>
<td>• Navigate audit with process teams</td>
<td>• Audit to the process</td>
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<td>• Investigate conformity and consistency</td>
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<tr>
<td><strong>Auditee</strong></td>
<td>• Process staff - discovery exercise</td>
<td>• QCI staff, leadership, and process staff</td>
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<tr>
<td></td>
<td>• Learn audit readiness and etiquette</td>
<td>• Display knowledge of quality policy, context, specific scope, standards</td>
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<td>• Partner with QCI to address concerns</td>
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<tr>
<td><strong>Schedule</strong></td>
<td>• Annual or upon request</td>
<td>• Annual (surveillance)</td>
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<td></td>
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<td>• Recertify every 3 years</td>
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Process Improvement

Value Stream Mapping

1. Scope and measure process
2. Pain Point Analysis
3. Value vs. Waste
4. Identify improvement actions
5. Prioritize

Process: Subrecipient Verification
Goal: Reduce processing time to verify new Subrecipients
Process Improvement

1. Scope and measure process

23 Process Steps
Sample: 30 Subawards

Metric/KPI: 30 days
Current: 45 days
2. Pain Point Analysis
(Voice of Customer) – Faculty, Staff, Subrecipients

- 15 identified Pain Points
- 10 considered high impact

3. Value vs. Waste

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<thead>
<tr>
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<th>Current (Typical)</th>
<th>Future (Typical)</th>
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<tbody>
<tr>
<td>Waiting Time</td>
<td>36.5 days (88% of LT)</td>
<td>17.5 days (78% of LT)</td>
</tr>
<tr>
<td>Process Efficiency</td>
<td>12% (88% Waiting)</td>
<td>22% (78% waiting)</td>
</tr>
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</table>
Process Improvement

4. Identify Improvement Actions (19 suggested)

5. Prioritize

Result: Average days to process cut by 45% (within metric at ~ 25 days)
BENEFITS

• Actively engaged in quality and risk planning
• Continuous improvement mindset among staff
• Process documentation is controlled and accessible
• Consistently providing high quality work
• Better meeting needs of customers
CHALLENGES

• Translating ISO language to existing processes
• Having staff explain organizational philosophy of quality and improvement
• Ensuring staff understand purpose of certification
• Quality planning, documentation, and controls take time
Areas of Value

• Audit
• Perspective
• Change
Was it worth it?

YES  NO  IT DEPENDS
Thank you!

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Paul Medina
Paul.Medina@asu.edu

ASU PM Network
pmnetwork@asu.edu
Speaker: Jeffery Lay
DON'T GIVE UP THE SHIP
“I have not yet begun to fight!”

~ John Paul Jones
Service Before Self
STAND UP, AND TAKE YOUR GRADE
failure
776 aircraft destroyed in 1954

- Angled decks
- Aviation Safety Center
- Aviation Maintenance Program
- Advanced Training Squadrons
- Standardized Operating Procedures
- The Navy Fighter Weapons School
The Navy Fighter Weapons School

39 aircraft destroyed in 1996

Complacency
BASELINE
Perfection is not attainable, but if we chase perfection we can catch excellence.

Vince Lombardi
GOODS & OTHERS

• How Do We Assess
  • “90% of fixing a problem is admitting we have one”
  • “Resiliency to admit mistakes and learn from them”
  • “Reject complacency as the enemy of attaining perfection”
  • “We’re not in the mistakes business; we’re in the Learning business”
"We are what we repeatedly do; excellence, then, is not an act but a habit."

~ Aristotle
It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

Theodore Roosevelt
Time to network

Reintroduce yourself around your table:

Based on what you heard - ASU becoming the first to get ISO certified and how Excellence is a Choice – are you inspired to do something differently going forward?

TIP: Take a note about someone in your breakout session that you would like to follow-up with.
Upcoming Events
Next OECoP event
Friday, May 21, 2021
9 -11 a.m.
Zoom
Contact us

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Organizational Excellence
Community of Practice
new perspectives
new ideas