Innovation comes from people who take joy in their work.

-Dr. W. Edwards Deming
Welcome to the OECoP

• Host Introductions
• Purpose of the OECoP
• Survey Results Overview
• Presentations
• Upcoming Events
Purpose of the OECoP

• Promote the use of:
  ▪ process improvement
  ▪ change management
  ▪ project management
  ▪ organizational development

• Share ideas and information

• Present methodologies, tools and industry best practices

• Discuss and solve operational issues

• Expand business networks
The Organizational Performance Office

Established in Business and Finance

Directives:

• Lower operating costs
• Improve efficiency and effectiveness
• Improve quality
• Improve the work environment
• Deliver outstanding customer experiences
The ASU PM Network

Staff and faculty club for those interested in project management

Objectives:
• Streamline and improve project management enterprise-wide
• Strengthen interdisciplinary relationships
• Help staff connect with project management professionals
• Improve communications between project management staff

The PM Network community of project managers is here to help. Join the community to further your personal growth and knowledge of project management.

To join, e-mail us at pmnetwork@asu.edu

Presented by the Business and Finance Organizational Performance Office
Survey Results

95% prefer to receive email communication
Survey Results

55% prefer to attend in-person
46% prefer to stream the event
Survey Results

100% said 2 hours is the right length for meetings
Survey Results

93% said 15-20 minutes per presentation is appropriate.
Future OECOp activities

1. Ask-An-Expert discussions
2. Project spotlight discussions
3. Networking or structured interactions
Survey Results

Future Topics

• Encouraging strategic thinking and goal alignment
• Managing up the operational leadership chain
• Root cause problem solving
• The psychology of change
• Managing change
• Communication across silos
• Project management phases and stage gates
Survey Results

Future Topics
• Forming and managing a project team
• Team building
• Defining project success criteria and measuring outcomes
• Maximizing project performance in a matrixed organization
• Rewarding and recognizing project teams
• Knowledge management
Presentations

**Collaborate for Change (C4C)**

Danielle B. Steele  
University Technology Office

**Using Quality to Drive Customer Satisfaction**

Melinda Rowe  
Knowledge Enterprise Development

**The Cost of Poor Quality**

Clayton Taylor  
Organizational Performance Office
University Technology Office

Collaborate for Change (C4C)

Corinna Busciglio Kamilli, Danielle B. Steele, Dave Dobkins, Paul Stoll

Presented by the Business and Finance Organizational Performance Office
Agenda

1. Introduction
   a. University Technology Office
   b. Project Management at UTO

2. Why Collaborate for Change (C4C)?

3. How do we C4C? What are the Components?
   a. Change Prep
   b. User Experience Design
   c. Communication
   d. Knowledge Base Articles
   e. Training

4. Questions + Who to Contact
University Technology Office (UTO)

- Office of the CIO
- Information Security Office
- Fiscal and Business Operations
- Research Computing
- Development

- Operations
- Business Intelligence
- Customer Service & Support
- Planning & Programs Management Office
Project Management at UTO

- A project is an endeavor to complete planned tasks by a specific timeframe to achieve a larger goal
- Projects that require UTO resources or impact UTO-managed systems are initiated by submitting a Project Intake & Assignment Form
- Requests undergo multiple stages of evaluation before being assigned to a Project or Program Manager
- UTO PMs provide expertise in the planning, execution, and leadership of programs, projects, and initiatives
Why Collaborate for Change? (C4C)
Collaborate for Change (C4C)

- C4C is a **network** of UTO representatives who partner with project leads to strive for project success
- We help ensure that the project’s customers **understand, adopt, and are able to use** the project’s solution
- C4C is **replicable**; start conversations within and across departments
Change Preparation
Projects change how people conduct their work
**C4C Assessment with Client**

**Initial Activities/Questions:**
- Identify groups of customers
- Discover customers’ “WIIFM” (What’s in it for me?)
- Determine how the organization will encourage customer adoption

---

**Change Preparation Questions (example)**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose/Objective</th>
<th>Project Solution</th>
<th>People’s Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water-Saving Program</td>
<td>Decrease amount of towels and sheets to be washed</td>
<td>Encourage practice of re-using towels and sheets</td>
<td>Completely dependent on changed behaviors</td>
</tr>
</tbody>
</table>

Who will be changing? What group(s) are they in within the organization?

- Group #1: Guests
- Group #2: Housekeeping Staff
- Group #3: Hotel Management

---

**Customer Milestones:**
Individuals experience these chronologically and at different paces

- **A**: Awareness
- **D**: Desire
- **K**: Knowledge
- **A**: Ability
- **R**: Reinforcement

---

**UTO Collaborate for Change (C4C) Framework**
User Experience Design
UTO’s User Experience Design (UXD) team works to enhance user experience by improving the usability, accessibility and overall satisfaction of ASU’s digital products & services.
User Experience Design

A UXD representative will make recommendations to guide every stage of a **user-centered design process**.

Deeply understanding **user needs** is the foundation of the design process.
Importance of Communication

- Why is Communication for projects necessary?
  - To ensure users are aware of changes to tools and procedures.
  - Communicators can help project teams stay end-user focused.
  - Without proper communication customers won’t be able to quickly adapt to changes.
  - If our developers are creating amazing tools and no one is utilizing them properly, are they really amazing?
Communication Channels at ASU

Types of communication available for projects:

- My ASU Banner Ads
- Publishing in ASU Staff newsletter Insight
- Digital Signage
- My ASU To Do’s
- ASU Events
- Mass Emails via Salesforce Marketing Cloud
- Videos

- Social Media
- Knowledge articles
- Post to UTO website or other sites where necessary (CFO’s site)
- Help Center notification to Agents
- Rack cards for orientations
- Posters
Communication Campaigns

A NEW WAY TO GET CONNECTED
introducing improved wifi

A NEW WAY TO GET CONNECTED
wifi improvements at wifi.asu.edu

ASU is introducing improvements designed to enhance the security, reliability and stability of the ASU wireless network. Log on to network using the instructions below:

1. Select the wireless settings;
2. Select ASU from the list of wireless networks;
3. Log in with your ASURITE ID and password (if you are prompted to accept the certificate, please accept) and enjoy the secure, encrypted, wireless network!

For more information, please visit wifi.asu.edu

Presented by the Business and Finance Organizational Performance Office
Knowledge Base Articles
ServiceNow KB Articles

ServiceNow Knowledge base - Available to all ASU Faculty and Staff
- KB Articles are available from in ServiceNow or My ASU > Service tab.
- KB Articles have security options to control who can view them.
- KB Article audiences are private groups, HR, IT (UTO) or viewable to all ASU faculty and staff.
- The Knowledge base is Integrated into other ServiceNow Modules (Incident, Problem and Change)

Salesforce KB Articles

Salesforce Knowledge base - Two channels available to General Public & Students
- Authenticated Channel – My ASU > Service Center
- General Channel – asu.force.com
- Articles written in a “student-centric” viewpoint and follow ASU Public Communication Standards.
ASU Knowledge Base Audiences

Students
- Answering student questions
- Creating knowledge for students
- Public KB on asu.edu for entire community and visitors
- My ASU Self-Service KB

Faculty
- Answering faculty questions
- My ASU Self-Service KB

Staff
- Answering IT, HR, and service questions
- My ASU Self-Service KB to support Incident, Catalog, HR Case

UTO & Support Staff
- Creating knowledge for ASU faculty and staff
- Using knowledge as a tool to solve customer issues
- Internal KB for service support for ASU community

HR & Support Staff
- Creating knowledge for ASU faculty and staff
- Using knowledge as a tool to solve customer issues
- Internal KB for service support for ASU community
Knowledge Base – ServiceNow and Salesforce Access

My ASU > Service tab for ASU Faculty and Staff
(ServiceNow KBs)

My ASU > Service tab for ASU Students
(Salesforce KBs)
Training
ADDIE MODEL

Analysis
Evaluate
Design
Implement
Develop

Presented by the Business and Finance Organizational Performance Office
4 Common Training Approaches

Nothing...

What’s New

Roll out

On-line
WHAT’S NEW?
## Questions + Who to Contact?

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Preparation</td>
<td>Danielle B. Steel</td>
<td><a href="mailto:dbs@asu.edu">dbs@asu.edu</a></td>
</tr>
<tr>
<td>User Experience Design</td>
<td>Kari Christie</td>
<td><a href="mailto:Kari.Christie@asu.edu">Kari.Christie@asu.edu</a></td>
</tr>
<tr>
<td>Communication</td>
<td>Corrinna Busciglio Kamilli</td>
<td><a href="mailto:Corinna.Busciglio@asu.edu">Corinna.Busciglio@asu.edu</a></td>
</tr>
<tr>
<td>Knowledge Manager</td>
<td>Dave Dobkins</td>
<td><a href="mailto:David.Dobkins@asu.edu">David.Dobkins@asu.edu</a></td>
</tr>
<tr>
<td>Training</td>
<td>Paul Stoll</td>
<td><a href="mailto:Paul.Stoll@asu.edu">Paul.Stoll@asu.edu</a></td>
</tr>
</tbody>
</table>
A Case Study in ISO Quality Standards Implementation

Using Customer Satisfaction to Drive Quality Management

Melinda Rowe
Research Advancement Administrator
Knowledge Enterprise Development

Presented by the Business and Finance Organizational Performance Office
Quality:

• The characteristics of a product or service that bear on its ability to satisfy stated or implied needs.

• A product or service:
  ▪ Free of deficiencies
  ▪ Fit for intended use
  ▪ That conforms to requirements

From American Society for Quality – http://asq.org
Quality Management (QM):

• The *application of a quality management system* in managing a process to achieve maximum customer satisfaction at the lowest overall cost to the organization while continuing to improve the process.

Quality Management System (QMS):

- A formalized system that documents the structure, responsibilities and procedures required to achieve effective quality management.

Continuous improvement (CI):

• Sometimes called continual improvement. The ongoing improvement of products, services or processes through incremental and breakthrough improvements.

From American Society for Quality – http://asq.org
Process improvement:

- The application of the plan-do-check-act cycle (see listing) to processes to produce positive improvement and better meet the needs and expectations of customers.

From American Society for Quality – http://asq.org
We are a team in OKED Research Operations that provides pre-award research administration support on sponsored project proposals and assistance with non-financial post-award management

- Serve faculty and researchers from approximately 80-90 units across all ASU campuses
- Provide research administration support to RAs in departments
- Provide technical assistance for RAs on ASU’s grant management system
Worked with OKED Quality & Continuous Improvement to develop a team specific quality plan that would guide our service standards

- Review ISO 9001:2015 standard and learn quality specific terminology
- As a team, we had to think through and evaluate the vital components for our plan
  - Defines roles and responsibilities
  - Documents essential processes
Implementation of the Quality Plan

For our team, this was easy and here’s why:

• **Leadership** – quality minded and supportive implementing a quality management system (QMS)

• **Processes** – in preparing for QMS implementation, we had already spent years of documenting our processes

• **Commitment to Continuous Improvement** – quality work does not happen overnight. It is a continuous cycle to be willing look at how business is done and make changes based on customer needs

• **Transparency** – throughout the process of documents, problems were identified. Our leadership was willing to expose these problems with the goals of making them better

“Quality is Everyone’s Responsibility”

Presented by the Business and Finance Organizational Performance Office
Moving Forward

With this now in place, the challenge is to sustain quality management/quality approach in all of our processes

• We are developing a new streamlined & documented process improvement strategy

• We are also reviewing our team reference materials and making sure that we have up to date material/ using the best resources
Keeping the Quality Mindset

1 – **Plan:** Identify problems or improvements you wish to address. Develop ideas/projects to resolve and/or affect improvement.

2 – **Do:** Test the ideas/projects, preferably on a small scale.

3 – **Check:** Study the results; does what was predicted (expected) = what was observed in the previous step? If none of the ideas work, begin rework at step 1. Otherwise, proceed to step 4.

4 – **Act:** Implement the ideas/projects to effect the desired change.
Thank you
Hidden Costs In Operations
The Cost of Poor Quality

Clayton Taylor, MBA, SSMBB
Director, Organizational Performance
Organizational Performance Office
Cost is more important than quality, but quality is the best way to reduce cost.

- Dr. Genichi Taguchi

Presented by the Business and Finance Organizational Performance Office
What is the Cost of Poor Quality?

The costs that arise from creating, identifying, fixing, and preventing poor quality processes and the services and products they produce. This includes intangible impacts like customer satisfaction, reputation and lost business.
Cost Of Poor Quality (COPQ)

Costs derive from:

• Creating defective service or products
• Preventing defective service or products
• Customer impacts
Cost of Poor Quality (COPQ)

Creating defective service or products

- Process waste
  - Labor costs
  - Physical resources (e.g., materials equipment, software, facility)
  - Delays/lost time
- Identifying, fixing or replacing the service/product
- Customer recovery and retention
Cost of Poor Quality (COPQ)

Preventing defective service or products

- Planning quality programs*
- Training*
- Error-proofing*
- Process monitoring and controls*
- Process improvement activities and projects*
- Quality inspection
- Customer service and support
Cost of Poor Quality (COPQ)

Customer impacts

• Reduced capacity to provide services/products
• Confusion
• Frustration and anger
• High prices passed on to customers
• Loss of customers to competitors
• Poor satisfaction ratings
• Poor public image
## Financial Performance

Less capable processes cost more

<table>
<thead>
<tr>
<th>Performance</th>
<th>% of Revenue Lost</th>
<th>Loss Per $1M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>25% or more</td>
<td>$250,000</td>
</tr>
<tr>
<td>Average</td>
<td>15% - 24%</td>
<td>$150,000</td>
</tr>
<tr>
<td>World-Class</td>
<td>2% - 14%</td>
<td>$50,000</td>
</tr>
<tr>
<td>Six Sigma</td>
<td>1% or less</td>
<td>$10,000</td>
</tr>
</tbody>
</table>
Cost of Poor Quality (COPQ)

Applied to Higher Education:

- Higher costs to deliver education and services
- Less money available for programs and operations
- Lower capacity to serve students and faculty
- Employee burnout
- Long waits for assistance
- Confusion, frustration, anger
- Lower enrollment rates
- Poor satisfaction ratings
- Poor public relations/image issues
- Decreased donations
Waste:
An action that consumes resources but does not add value to the service or product

Types of Waste

Type 1
Does not add value but is necessary to deliver a service or product

Type 2
Pure waste
The 8 Wastes of Lean

1. Rework
2. Overproduction
3. Transportation of material or information
4. Movement of people
5. Delays or Waiting
6. Idle inventory or resources
7. Unnecessary processing
8. Underutilization of staff or lack of training
Hidden Waste

Our Service Process

100 → 100

Presented by the Business and Finance Organizational Performance Office
Hidden Waste

100
Avoidable Motion of Employee
5
2
Over Production
10
3
Inspection and Rework
Delays

Presented by the Business and Finance Organizational Performance Office
The 8 Wastes of Lean

1. Rework
2. Overproduction
3. Transportation of material or information
4. Movement of people
5. Delays or Waiting
6. Idle inventory or resources
7. Unnecessary processing
8. Underutilization of staff or lack of training

Presented by the Business and Finance Organizational Performance Office
Rework or Correction

Impact

• Must fix a service/product because it is defective
• Requires customer retention strategies
• Consumes additional resources
• Increases costs
• Creates additional work in process

Resolution Strategy

• Eliminate root causes of defects
• Automate
• Replace poor software, tools and equipment
• Provide training
• Address input issues

Presented by the Business and Finance Organizational Performance Office
Overproduction or Unnecessary Production

Impact

• Producing more of a service/product than needed
• Consumes resources
• Creates idle inventory
• Risk of never needing the inventory
  ▪ Rework or scrap

Resolution Strategy

• Clearly identify customer demand
• Plan to only deliver what is needed, when it is needed
• Move to on-demand processes
• Minimize the use of paper
Transporting Material or Information

Impact

• Takes time/resources to move material and information from one place to another
• Does not add value
• Service/product could be lost, delayed or damaged in transit

Resolution Strategy

• Evaluate workflow for non-value added movement
• Create and co-locate cross functional teams
• Minimize distances between work stations
• Eliminate unnecessary transfers of material or information

Presented by the Business and Finance Organizational Performance Office
Motion of Operators

Impact

• As staff move around they are not adding value to the service/product

• Paying for actions that do not add value

Resolution Strategy

• Evaluate jobs for non-value added activities

• Bring tools and equipment closer to users

• Change floor layouts to minimize distances between work stations

Presented by the Business and Finance Organizational Performance Office
Delays or Waiting

Impact

• Service/product pieces waiting to have value added
• Waiting services/products take up space, and cost money to maintain

Resolution Strategy

• Plan work to eliminate delay periods
• Manage the amount of work in process
• Increase capacity to meet demand
• Identify and minimize/remove bottlenecks
• Minimize batch processing

Presented by the Business and Finance Organizational Performance Office
## Idle Inventory or Resources

### Impact
- Includes raw materials, work in progress, or finished outputs
- Value is not being added
- Inventory and resources take up space and cost money to store and maintain
- Not getting any value from the idle inventory or resources

### Resolution Strategy
- Implement methods to make work flow smoothly through the process
- Minimize batch processing
- Minimize batch sizes
- Just-in-time processing
- Clean out unneeded inventory

Presented by the Business and Finance Organizational Performance Office
Unnecessary Processing

Impact

• Doing more work to provide a service/product than is required to meet customer expectations
• Includes:
  ▪ Setting unnecessarily high service levels
  ▪ Using resources that are more expensive or complex than required
  ▪ Achieving unneeded levels of quality

Resolution Strategy

• Clearly identify customer and compliance requirements
• Eliminate processing beyond requirements
• Renegotiate service level agreements
• Set clear performance standards
## Underutilized Staff or No Training

### Impact
- Not using staff knowledge, skills, abilities to add value
- Imbalanced workloads
- Employee frustration/boredom
- Failure to improve staff and make them more valuable

### Resolution Strategy

<table>
<thead>
<tr>
<th>Skill and Knowledge Inventory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Audit</td>
</tr>
<tr>
<td>Provide training opportunities</td>
</tr>
<tr>
<td>▪ Formal education</td>
</tr>
<tr>
<td>▪ Internal development programs</td>
</tr>
<tr>
<td>▪ Coaching</td>
</tr>
<tr>
<td>▪ Mentoring</td>
</tr>
<tr>
<td>▪ Seminars</td>
</tr>
</tbody>
</table>

Presented by the Business and Finance Organizational Performance Office
Thank you!

Clayton Taylor, MBA, SSMBB
Arizona State University | Organizational Performance Office
Director, Organizational Performance
clayton.taylor@asu.edu | Ph: 480.965.6887
Network for Change and Continuous Innovation

• Provide resources related to change and continuous improvement, specific to higher education.

• NCCI’s vision is to function as a catalyst for higher education institutions to work collaboratively across institutions to employ effective methods to advance academic and administrative excellence.

• www.ncci-cu.org
Network for Change and Continuous Innovation

- Monthly conference call
- Annual conference
- Networking and communities of practitioners
  - Change Management
  - Lean
  - Leadership
- Development workshops and webinars

ASU member roster: OPO@asu.edu
Upcoming Events

Lean Six Sigma Certification Training

In partnership with Ira A. Fulton Schools of Engineering, Global Outreach and Extended Education
Organizational Excellence Yellow Belt Certification

• One day certification event
• March 2, March 26, April 23, 2018
• Time: 9:00a.m. – 5:00p.m.
• Lunch is provided
• Open to all ASU faculty and staff
• $99 per person discounted rate

Presented by the Business and Finance Organizational Performance Office
Upcoming Events

Lean Six Sigma for Service Green Belt Certification – Summer

- June 5 – July 26, 2018
- Tuesday, Wednesday and Thursday
- Time: 8:00a.m. – 12:00p.m.
- Open to all ASU faculty and staff
- $320 per person discounted rate

Presented by the Business and Finance Organizational Performance Office
Upcoming Events

Lean Six Sigma for Service Green Belt Certification – Fall

• September 4 – November 13, 2018
• Tuesday and Thursday
• Time: 8:00a.m. – 12:00p.m.
• Open to all ASU faculty and staff
• $320 per person discounted rate
Upcoming Events

Lean Six Sigma for Service Green Belt Certification

- Nominated by your leadership
- Complete the final exam with 70%+ score
- Complete a final project

Presented by the Business and Finance Organizational Performance Office
Center for Services Leadership

- Research and education center within the W. P. Carey School of Business at Arizona State University
- Outreach arm of Arizona State University to the business and global academic community
- Founded in 1985 to advance the science of service
Services Leadership Institute – March 5-9, 2018

• Held in the exclusive executive wing of the new McCord Hall

• Restructured program, runs over 4 days.
  – Fundamentals of Service Leadership (2 Days)
  – Advanced Service Leadership (2 Days)
  – Possible to take one or both during this time frame.

• Both involve a rigorous operational frameworks; pragmatic steps to achieve implementation; and a strong interactive context – participants share current issues and develop action plans.
Services Leadership Institute
March 5-9, 2018

Service Management

- Delivering Service Excellence
- Blueprinting the Service Process
- Establishing a Service-Centric Culture
- Developing a Process for Service Recovery
- Understanding the Voice of the Customer, Behavioral and Analytical Dimensions

Advanced Service Leadership

- Business Model Innovation/Disruption in Growth
- Innovation in a Service-Centric Organization
- Leveraging the Digital Transformation of Service
- Understanding Emerging Technologies
- Establishing Deep Customer Engagement
- Unleashing the Profit Potential of Services
- High Impact Leadership
- Change Management in a Service Centric Context

Registration:  http://links.asu.edu/SSI
ACMP® is a global community of like-minded professionals dedicated to leading the way change works.

- ASU employees will establish an ACMP chapter in Phoenix, providing affiliation opportunities to anyone in Arizona or neighboring states.

- Joining a local chapter provides:
  - In-person professional development
  - Best-in-class change management tools and resources
  - Access to regional conferences, webinars and newsletters

Presented by the Business and Finance Organizational Performance Office.
CSW Staff Mentoring & Development Program

• Pairs experienced university staff members with staff who are looking to learn more about the university and develop their career.

• The only university staff mentoring program of its kind nationwide, that combines one-on-one mentoring with professional & leadership development.

• CSW is currently accepting applications for prospective mentors and mentees for the 2018 Summer Cohort of the program.

• Complete program information & application can be found on the CSW website at csw.asu.edu.
The CSW in partnership with the ASU Staff Council will host the 11th annual CSW/SC Professional Development Conference on October 17th and 18th.

Largest university-provided development conference for staff nationwide.

The CSW will soon be accepting proposals for workshops and presentations. Please contact Karen Engler-Weber, CSW Program Director at Karen.Engler@asu.edu for information.
May OECoP Event

Organizational Excellence Community of Practice (OECoP)

• May 11, 2018
• 9:00a.m. – 11:00a.m.
• Student Pavilion
Call to Action

Come up with a way to reduce costs in your area by at least $100 per year.

Email your ideas and how much they will save each year to the OPO@asu.edu by Friday, March 16th.

Subject Line: February Call To Action
Thank you

Next OECOP Event May 11th, 2018