



VOE Improvement Design Update

APM Improvement Update

08 October, 2019

>> UNITEC INSTITUTE OF TECHNOLOGY

>> Operations Continuous Improvement

1. Welcome

Nau Mai – Kuhu Mai

Thanks for taking the time to keep up to date on VOE improvements.

2. A quick recap on timeline up till now:

We kicked off improvements in June

July Peak Season take Priority

August recommenced work

3. Target completion

Phase one improvements is to be implemented by December 12th

Ready for S1, 2020

Problem Statement Definition

1. 47% of Sem 1 VOE requests did not meet communicated timeframes (SLAs)
2. 38% of Sem 2 VOE requests did not meet communicated timeframes (SLAs)
3. 44% of VOE requests are received within one month of the VOE season increasing work volume for teams two fold

Opportunity Statements

1. 100% of VOE requests did not receive system generated status email updates.
2. 85% of VOE requests are not be reported on by process workflow or approval line

What's our WHY



1. Increased Dashboard Reporting

- Our interim dashboard reporting has given us further insight into our current processing capability.
- We can now see our overall service delivery levels across the institute

2. What's our problem?

In summary and in non process speak:

- We take too long to process VOE requests
- Students don't know what is happening with their request once we have received it
- We can not prioritise specific VOE types by season
- Our workload doubles in our busiest months of the year (semester start)

What do these problems mean?

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Feedback Categories

Process
33%

System &
Technology
24%

Policy
21%

Training
10%

Roles & Responsibilities
12%

Where are our greatest areas of opportunity



1. Category Scope

Process: Relates to ownership, documentation & working practices

System & Technology: Relates to usability, functionality automation and end user experience

Policy: Relates to Policy & Regulatory Information

Roles & Responsibilities:

Training: Relates to processes that require updated training or easily identified training opportunities

Prioritised Category One

Process
33%



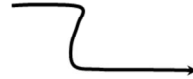
Outdated Understanding of Process Ownership & Process information



Lack of understanding or information around process guidelines and checklists



Unable to see what type of request is being processed resulting in uncertainty of how to process and who can approve



Where can we find opportunity for delegated approval authority and streamlining of steps

What were the common issues



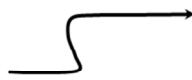

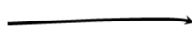

1. What are the root causes of our process problems?

- Our policies are out of date and inform all of our processes and procedures
- We have outdated and inconsistent understanding of our processes and working practices
- All VOEs go through the same workflow even though they represent entirely different actions and activities
- Approvals needing to go through one key role within Unitec where they are not closely enough connected to the request

2. What are we going to do about these root causes?

- Re-Design of Steps 1 – 6 removing all non value added activity (see what is business process waste)
- Assign clear process ownership and accountability
- Progress scheduled review of all incoming processes
- Update all roles in VOE system relevant to correct roles & responsibilities
- Update process and training content to reflect updated processes and activities
- Progress phased re-training

Why are these problems happening?

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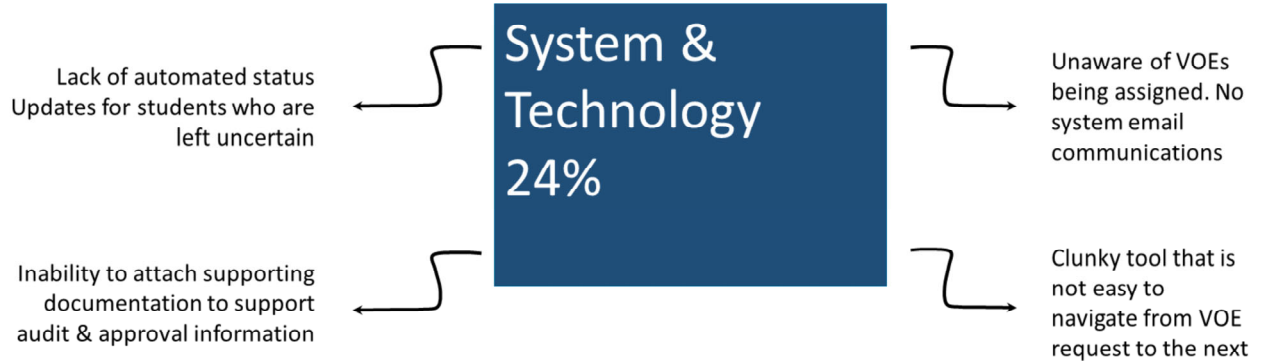
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Prioritised Category Two



What were the common issues



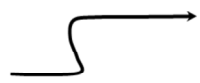
1. What are the root causes of our technology problems?

- Our system does not automatically talk to our students and staff
- Critical work and information required to complete a VOE is held outside of the system
- Audit approval content is held outside of the VOE request resulting in rework and over processing

2. What are we going to do about these root causes

- Increase auditing capability to attach all required supporting documentation to all VoE requests
- Automate system triggered email communications to students and staff by status or event
- Create process specific VoE request types to prioritise & align correct approval workflows
- Identify further quick win opportunities for reporting and escalation management

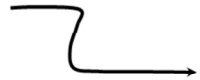
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What were the common issues



Prioritised Category Three

- Ambiguous, missing and or outdated information used as a reference policy for all approvals
- Students not knowing the implications of their VOE request in relation to allowance and terms and conditions
- Understanding of policy and how it relates to eligibility for refunds based on date of request
- Outcome of VOE dependent on who is processing the request and their interpretation

Policy
21%

What were the common issues

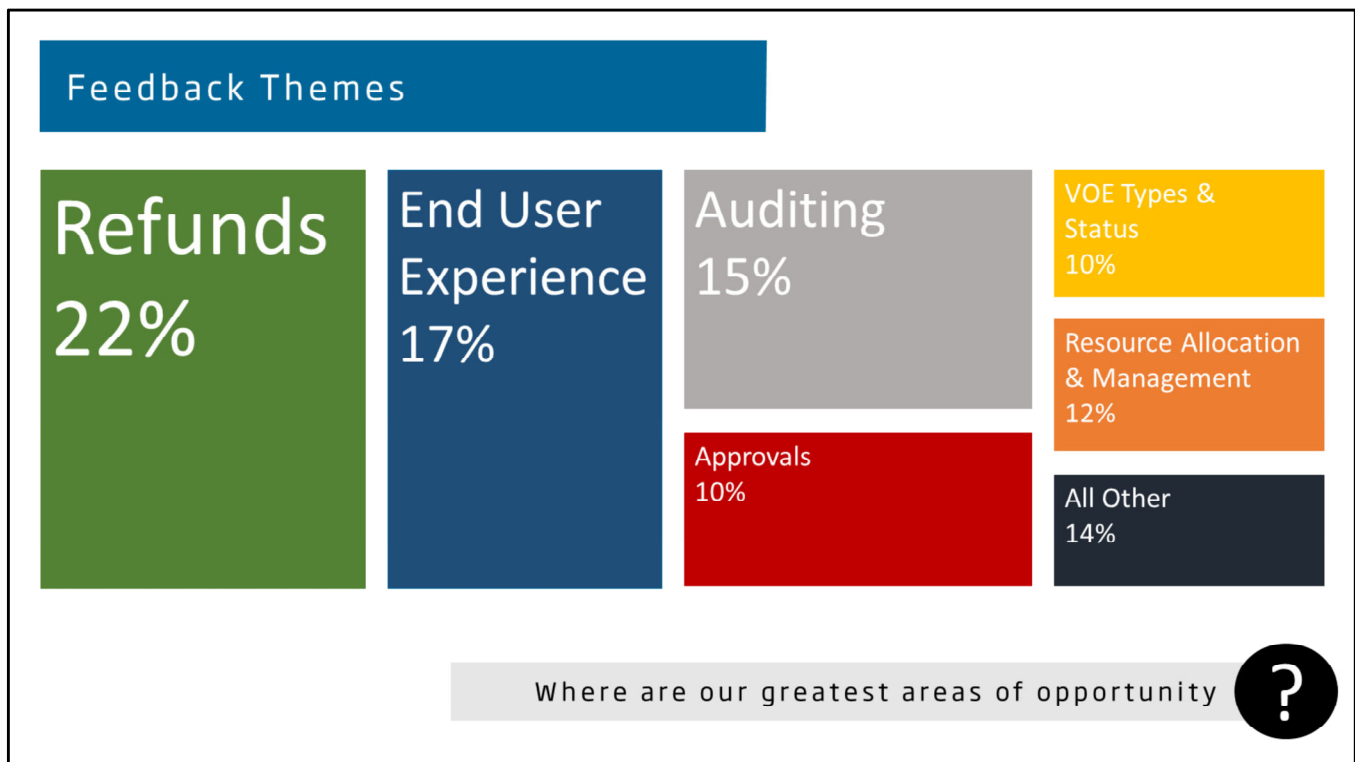


1. What are the root causes of our policy problems?

- Our policies are out of date and inform all of our processes and procedures
- Policy information is ambiguous and staff are not clear on what can be approved
- Eligibility to refunds creates longer than usual wait times due to inconsistent understanding across functional teams

2. What are we going to do about these root causes?

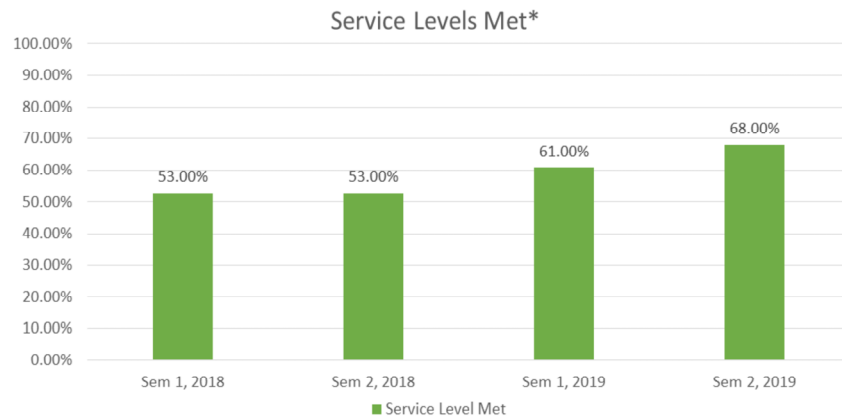
Define clear and updated checklists & reference information as per AEF Policy Update



1. Feedback Themes

Secondary to our main identified categories we have connected each line item to a theme
Each of these will connect to one or more of our 5 identified categories
See VOE Feedback Summary_Feedback Lists document

Unitec Service Level Outcomes - Current



*A service level is the communicated timeframe of the time it will take to complete a VOE request

Where are we now



1. Service Level Outcomes

- As a direct result of being unable to segment process VOE types all VOEs SLAs are calculated as 5 working days
- We potentially are meeting a higher SLA outcome but we can not quantify this at this time

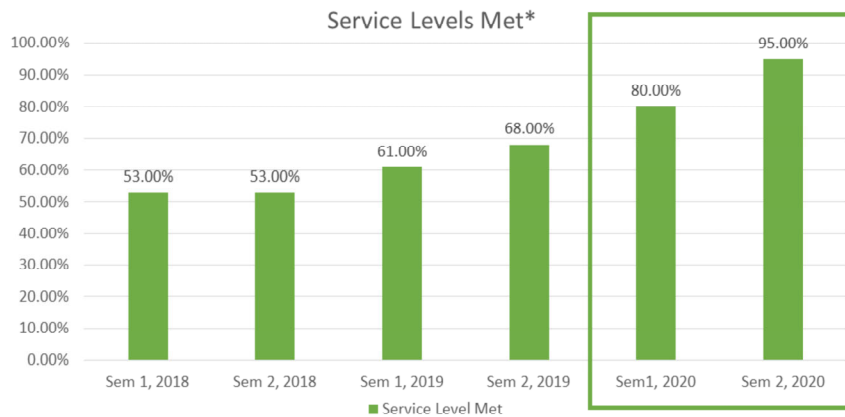
2. Improved Service Delivery

Since the VOE ownership has moved to EA Operations we have seen a steady incline of service improvement of 8% per semester

3. Introduction of SLAs relevant to each process type

- As part of process and technology improvements we will redefine SLAs
- Ensure SLA calculation is a true reflection of the time it takes to process specific request types

Unitec Service Level Outcomes - Target 2020



*A service level is the communicated timeframe of the time it will take to complete a VOE request

Where are we heading



1. Service Level Targets - 2020

- As a key delivery output of this initiative we must improve service delivery times to our customers
- Deliver more higher target outcomes of improving service delivery by 12% for S1, 2020
- Deliver more aggressive target outcomes of 27% by S2, 2020

Incoming Processes

Process Name	Process Owner (Accountable)	Process Approval Authority	VOE Delegated Approval Authority	Processing Team
Application to Study 5 Courses	EA OPs	APM	PC / APM / EA OPS	EA OPs
Attendance Escalations	TPA	PC	PC / APM / EA OPS	Te Puna Ako
Change Credit (Thesis)	Schools	APM	EA OPS	Enrolment Processing
Change of Major	Schools	APM	PC / APM / EA OPS	Enrolment Processing
Class Cancellations	EA OPs	APM	PC / APM / EA OPS	Timetabling
Cross Credits	EA OPs	PC	PC/APM	Enrolment Administration
Domestic Student Refund Process	EA OPs	SYSTEM	APM / EA OPS	Student Finance Accounts Payable
Retrospective VOEs (Duplicate ID Processing)	EA OPs	PC / APM / EA OPS	PC / APM / EA OPS	Enrolment Administration
Exceptional Refund Process	EA OPs	HOS	APM / EA OPS	Enrolment Administration
Failed Pre requisites	EA OPs	APM	TKK	Enrolment Administration
International Refund Process	STUDENT SUCCESS	ISS - BS MGR	ISS - Analyst ISS - Advisor	International Student Support Team
ITO enrolments/Specialist Manual Enrolments	TBC	TBC	TBC	Enrolment Processing Enrolment Set Up
No Show	EA OPS	PC	EA OPS	Enrolment Administration
Student Withdrawal Process	EA OPS	EA OPS		Enrolment Processing
Third Time Enrolments	TKK	APM	TKK / APM	Enrolment Processing
Timetable Changes (Creates Conflicts)	EA OPs	APM		Timetabling

1. Incoming Processes into the VOE system

- The VOE system is simply the processing information repository for all change enrolment requests
- 16 Incoming processes – ownership and accountability across the institute
- This does not include any requests entered as a result of error processing or quality checking i.e. graduation error corrections

2. Process Ownership & Prioritisation to be approved

- Institutional agreement required of process owners
- Prioritisation of process improvement and updates required

Recommendations:

2.1 To review and update all identified processes to ensure compliance and effective* and efficient** processing

2.2 To align process reviews with AEF Policy process prioritisation and commence process improvement initiative in AEF Policy Review Phase two.

* effective in process improvement refers to outputs that 'meets the customer requirements'

** efficient in process improvement refers to outputs that 'uses optimum use of resources to achieve process output'