- *Better Service*
- *Greater Community Adoption of Common Processes*
- *Improved Training*
- *Shared Ownership of Outcomes*

Background Summary

Administrative *services* that the University administration provides to the campus community sometimes involve multiple *processes* that cross jurisdictions of several University departments, including unit business offices, and touch multiple systems.

- Processes are discrete sets of tasks that need to be followed to achieve a specific, unequivocal result (i.e., *complete, accurate, compliant*). Processes may not even be visible to faculty, students, and most staff.

- Service is a means of facilitating the consumer's desired outcome through the use of one or a combination of processes, for which the consumer does not bear the burden of ownership. Value is measured by the consumer's satisfaction with the efficiency, timeliness, and quality of outcomes.

Services limited to a single process, a single department, or a single system are relatively straightforward to define, measure, and improve. However, consider a scenario where a faculty member requests her local business office to initiate the first step in a *service* on her behalf. After the initial business office process, department A performs a second process, and department B performs a third process, perhaps in a different system, before the faculty member experiences the ultimate outcome. The efficiency, timeliness, and quality of the outcome from the faculty member's perspective is much more difficult to measure, monitor, and improve.

While individual units devote significant attention to improving their own administrative processes, the university can do much more to improve end-to-end services that cross department boundaries and systems. Efficiency in each process is not sufficient to satisfy the consumers of services (faculty, students, and staff). It is the overall alignment of each of these processes that results in a high-quality service.

The *service* of helping a new employee to acclimate to a new environment is a good example of a combination of many unique *processes*. We can all relate to this, since at one time all of us were new employees at a Yale. For managers and new employees the desired outcome might be to have the tools, information, and access as quickly as possible in order to make a full contribution to the unit. The employee must complete the proper payroll tax forms, select benefits, get an employee ID, obtain access to e-mail and other systems, receive training, and much more. This complete *service* requires many unique processes that cross the boundaries of many departments and systems at the University.

A Community Engagement Vehicle for the Implementation of Workday

In the past, our approach to implementing new systems at Yale has been to focus attention first on the core process the system is designed to improve or replace. The adjoining processes are then considered and modified if necessary. Owners of adjoining processes are not always in agreement with the process

change being imposed on their process, or it may be difficult or costly to implement a desired change. From the perspective of the University community, the initial process improvement may not have improved, or has even degraded, the end-to-end service quality.

The full Workday implementation of Yale's human resources, payroll, and financial systems will involve the improvement and automation of hundreds of unique business processes. The harmonization of these processes with each other and with processes and systems that fall outside of the Workday@Yale project is critical to successful delivery of high quality services to the University community.

In addition to the Workday@Yale *Workstream Teams* that are charged with designing and configuring Workday business processes, *Service Groups* representing the larger range of processes that intersect with Workday, will help to clarify service expectations and improve end-to-end service delivery.

Service Groups are the community engagement vehicle to champion new processes and define value—from the user point of view—and service levels. The primary goal of the service groups is to improve overall user satisfaction with services that support the work that is done every day at the university.

How Service Groups Work

Building and supporting a service-oriented culture at Yale is a key focus for Business Operations, which comprises a campus network of more than 1,000 business and administrative professionals across campus; they are the direct link to the faculty, researchers, students, and staff who require administrative services. Business Operations is charged with implementing and leading the *Service Groups.* A general operating framework is provided below:

- Once an end-to-end administrative service is defined, Business Operations will appoint a group of approximately 10 representatives from the community to evaluate the service, understand the relationships of multiple processes, propose improvements, propose quality measures, and assist with implementing changes to services.

- Participation in *Service Groups* is not limited to Business Operations personnel, as the groups should represent all relevant service components and community perspectives.

- *Service Group* members not only represent their unit, but will also have a responsibility to represent a broader interest group such as professional schools, the research community, faculty, etc.

The immediate focus will be on end-to-end services where a piece of the service is affected by the implementation of Workday. More specific responsibilities are outlined in each individual Service Group charge.

The Benefits of the Service Group Model

There are four anticipated benefits to the service group model:

1. **Better service**: Documenting the relationship of all processes that comprise a service and understanding the community's perspective will contribute to better process design decisions. The goal is to have efficient, high quality services that also reduce the cost of administration.

2. **Greater community adoption of common business processes**: Research shows that people are more likely to adopt new processes and adhere to organization policies, even if they disagree, when the creation of those processes is perceived to be fair and legitimate. We intuitively know that when we are told to do something new or obey a new rule, it is natural to ask "who decided that?" "what options did they consider?", "did you consider my opinion?". Without satisfactory answers, we tend to offer more resistance to the change. A new process that is created with input from respected community members, and where decisions are explained and justified in a two-way dialogue, will result in processes that are perceived to be fair and legitimate and will ease the way for full adoption.

   > Note : While well-run projects seek proper input and communicate the reasons for changes, this is quite difficult to facilitate across a large community. *Service Groups* by design are more agile because its members have process and subject matter expertise and established relationships with peers and within schools and departments. Its members are able to network and solicit feedback from key stakeholders in a more efficient and informative manner.

3. **Improved training**: When people understand "why" work is done a certain way, they can better appreciate the importance of "how" the work gets done. Understanding the relationship of processes that contribute to a service will enable groups to develop insight and expertise. *Service Group* members will be in a unique position to advise on training requirements and delivery methods, participate in training, and serve as resident expert advisors to their peers.

4. **Shared ownership of outcomes:** *Service Groups* are a partnership among process owners and the community they serve to develop and strengthen end-to-end services. This two-way dialogue strengthens engagement within the community, thus encouraging joint ownership of outcomes.