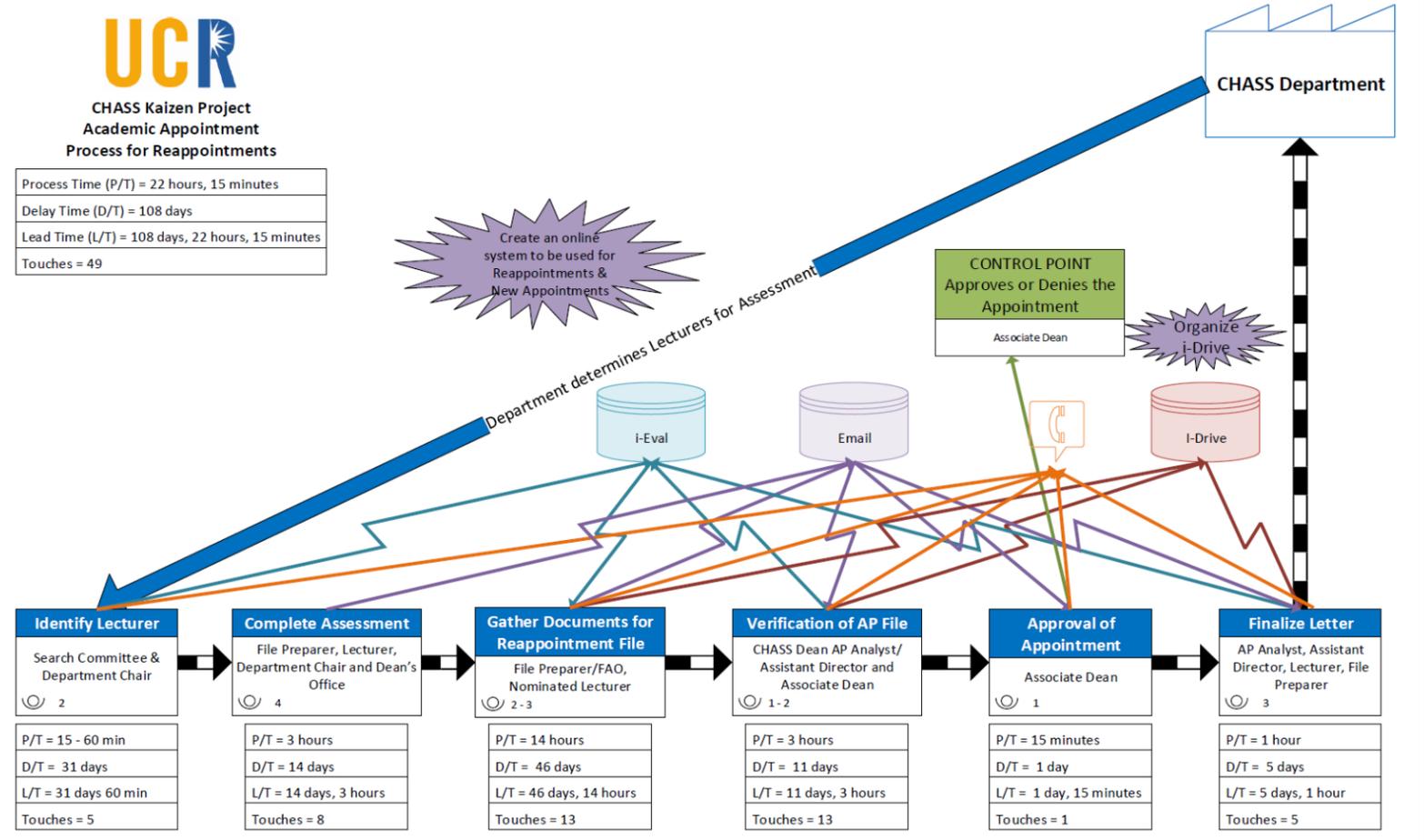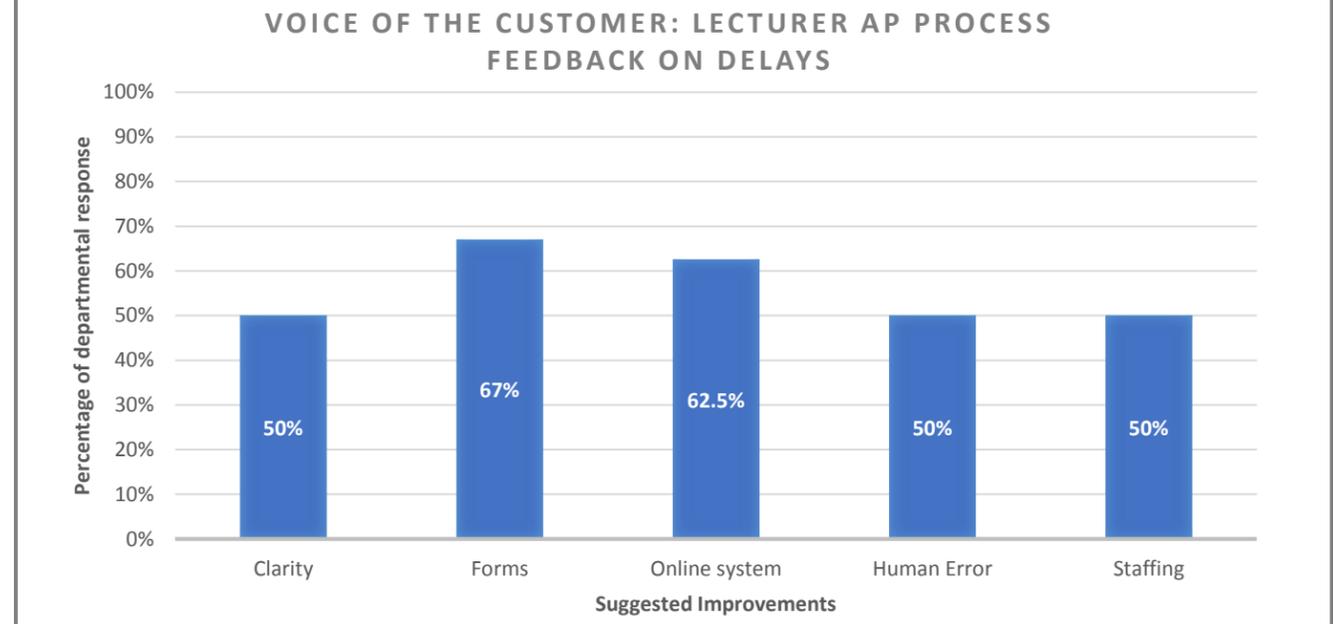## BACKGROUND

The Lecturer Appointment Process has evolved over the past years but the development of standardized work processes and clarity on the process steps has not been established with the Dean's Office and Departments/Programs of CHASS.

PROBLEM STATEMENT

The appointment process (new appointment and reappointment) of a lecturer is decentralized across all departments/programs of CHASS. The process is not standardized and the roles and responsibilities are different between departments and the role of the Dean's Office. The results can lead to an administrative process that requires multiple steps, rework, and significant lead (process/delay) time.

CURRENT CONDITIONS

Process mapping of the New Lecturer and Reappointment Process highlights the significant delay time related to these processes and emphasizes a need to review the process to better serve the customers, reduce redundancy and eliminate waste.

UCR
CHASS Kaizen Project
Academic Appointment
Process for Reappointments

Process Time (P/T) = 22 hours, 15 minutes	
Delay Time (D/T) = 108 days	
Lead Time (L/T) = 108 days, 22 hours, 15 minutes	
Touches = 49	

Create an online system to be used for Reappointments & New Appointments

Department determines Lecturers for Assessment

CHASS Department

CONTROL POINT
Approves or Denies the Appointment
Associate Dean

Organize i-Drive

i-Eval   Email   I-Drive

Identify Lecturer	Complete Assessment	Gather Documents for Reappointment File	Verification of AP File	Approval of Appointment	Finalize Letter
Search Committee & Department Chair	File Preparer, Lecturer, Department Chair and Dean's Office	File Preparer/FAO, Nominated Lecturer	CHASS Dean AP Analyst/ Assistant Director and Associate Dean	Associate Dean	AP Analyst, Assistant Director, Lecturer, File Preparer
2	4	2 - 3	1 - 2	1	3
P/T = 15 - 60 min	P/T = 3 hours	P/T = 14 hours	P/T = 3 hours	P/T = 15 minutes	P/T = 1 hour
D/T = 31 days	D/T = 14 days	D/T = 46 days	D/T = 11 days	D/T = 1 day	D/T = 5 days
L/T = 31 days 60 min	L/T = 14 days, 3 hours	L/T = 46 days, 14 hours	L/T = 11 days, 3 hours	L/T = 1 day, 15 minutes	L/T = 5 days, 1 hour
Touches = 5	Touches = 8	Touches = 13	Touches = 13	Touches = 1	Touches = 5

VOICE OF THE CUSTOMER

VOICE OF THE CUSTOMER: LECTURER AP PROCESS FEEDBACK ON DELAYS

Clarity	Forms	Online system	Human Error	Staffing
50%	67%	62.5%	50%	50%

(Percentage of departmental response — Suggested Improvements)

The chart above indicates the common recommendations for suggested improvements in the college.

16 departments responded out of the 20 CHASS departments and 5 interdisciplinary programs* whom were asked to participate in an anonymous survey. Those who participated were file preparers and FAO's involved in the Lecturer hiring process.

Some of the questions answered that allowed these problematic areas to be addressed were:

- Were there any delays, and what do you interpret as reasons for delays in file preparation?
- Were any of the files sent back from the Dean's Office to the department for revisions or/and updates?
- What are your suggestions for improving the process?

CLARITY represents the need for a protocol, procedure which would allow for less questions, less files to be sent back and less waste due to a streamlined process.

FORMS represent a need for improvement on the current forms; suggestions for improvement include use of drop down categories, more detailed instructions and guidelines to follow.

ONLINE SYSTEM represents a need for a centralized system which features an automated notifications to push the process forth to the next service provider reducing delay time and increasing response time through notifications, similar to the online system used for Summer Sessions.

HUMAN ERROR represents the need for improved guidelines and instructions through the process to increase accuracy.

STAFFING represents an inequity across CHASS departments who are short staffed and unable to respond effectively leading to delays.

ROOT CAUSE ANALYSIS

Inconsistency of Roles & Responsibilities	Redundancy of Forms	Nomination/Approval Process	Requirements are Unclear and Inconsistent
Across the departments and at the Dean's Office different positions are responsible for different process steps which leads to rework, questions, and delays.	Examples of redundant forms are CV and Bio Form; information is gathered twice with no value added to the process.	Nomination and the vote of approval is completed at different points in the process varying by department which leads to rework.	Required process steps or forms are not clearly defined. Rework is requested to previously accepted forms.

TARGET CONDITIONS (GOALS)

Organize i-Drive → Review Process Checklist → Eliminate Redundant Forms → Standardize Service Provided by CHASS AP Analyst → Create a Centralized Online System