

EXTENDED UNIVERSITY FACULTY PAY PROCESS AT CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS

FOCUS ON EFFICIENCY

Using Lean Six Sigma methodology and tools, California State University Channel Islands drastically reduced the time and eliminated the paperwork involved with contracting and paying Extended University faculty members. The initiative replaced “wet” signatures and paper forms with digital solutions.

The procedure for contracting and paying faculty members who teach through the Extended University program at CSU Channel Islands was a highly manual process that took too much time and staff resources to complete.

Within a year, a collaborative CSUCI project team improved the payment process and greatly reduced the time and paperwork for the staff to prepare and process faculty contracts.

The project team comprised five staff members from the Extended University, Human Resources and Academic Affairs departments and two facilitators, who met for three days to walk through the steps of the previous process and create a new, more efficient procedure.

Using Lean Six Sigma methodology and tools, the team removed four of the six forms entirely and digitized the remaining two forms, eliminating the need for wet signatures.

MILESTONES

May
2019

- Osman Ozturgut, associate vice president and dean of Extended University, meets with the Organizational Effectiveness Program Lead Brian Lindgren about improving the time-consuming manual process of contracting and paying Extended University faculty.
- The “champions” meeting gathers administrators who oversee Extended University, Human Resources and Payroll departments to set parameters and goals, and to identify subject matter experts for the improvement project.

June
2019

- The project team meets three times for mapping sessions and provides suggestions for improvement, including an updated process map.

July
2019

- The project team presents improvement suggestions and new process map to the champions.
- The implementation timeline and action plan are created.
- A test of the process is scheduled for spring session.

Oct
2019

- Operations Support Analyst Rosario Cuevas sends faculty contracts electronically to be signed and returned electronically.

QUANTIFICATION AND RESULTS

The original process relied on six paper forms, and all required “wet” signatures. The project’s team calculated 97 steps in this method, which took more than 85 work hours over more than two months to complete. The new payment process reduced the steps from 97 to 37 and saves an estimated 343 work hours per year.

IMPACT AND BENEFITS

The new process has transitioned the Extended University’s faculty pay process from a predominantly manual process to an electronic one. While the actual results and time savings will be calculated at a later time, the response from the faculty has been very positive, and they no longer bother with stamps and printing.

Within the new procedure, the faculty’s response time returning digital contracts has decreased by more than 50 percent.

MILESTONES

Dec
2019

- Single-page digital contract is approved.

Jan
2020

- New contracts are sent and received, signed, electronically. The faculty responds quickly and positively.
- A shared Dropbox file is created, and staff accesses, updates and views contracts and workflow.

May
2020

- Payroll processes all faculty checks with no problems using digital signatures and storage

LESSONS LEARNED

It is amazing what can be accomplished when staff are allowed the time to discuss the work that they do with colleagues. One of the many discussions uncovered the perceived Human Resource requirements for wet signatures and hard-copy contracts. It turned out that Human Resources did not require hard copies or wet signatures, it was just “the way we always have done it.”

PROJECT TEAM

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University Advancement and Improvement
Facilitator

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