



Process Palooza: UC San Diego *LEANing* Toward Success

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Project Team - Core Contributors

Vice Chancellor CFO

Mojgan Amini, IT Services – Process Palooza Lead
Lynn Underwood, IT Services – Process Palooza Lead
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Ted Johnson, Chief Procurement Officer – Lean Bench steering
Ashley Gambhir, Sr. Director, OSI – Lean Bench steering
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Matt Helton, OSI – Lean Six Sigma training
Bradley Sollenberger, OSI – BECoP steering
Monique Pascucci, Project Analyst – BECoP steering
Prachi Raheja, IT Services – Lean Bench manager

Vice Chancellor Health Sciences

Will Ford, Director UCSD Health - Lean Bench steering

Vice Chancellor Student Affairs

Heather Belk, Associated Students Administration – Process Palooza
Christian Walker, Associated Students Administration – Process Palooza

Executive Vice Chancellor Academic Affairs

Ahren Crickard, EVC office - BECoP Chair, Lean Bench steering
Shawn Munro, Jacobs School of Engineering - Lean Bench manager
Cynthia Hanson UCSD Extension – Process Palooza Lead
Angela Cook, UCSD Extension – Process Palooza Lead
Tracy O'Rourke, UCSD Extension – Lean Six Sigma Green Belt instructor
Ric Van der Linden, UCSD Extension – Lean Six Sigma Black Belt instructor

Vice Chancellor Resource Management & Planning

Eliud Escobedo, Resource Management Planning
Lawana Richmond, Parking & Transportation - Process Palooza

Lean Six Sigma Movement Engulfs UC San Diego

This is not just a project, it's a **movement!** What started as a unique event to focus on business process improvement - Process Palooza - spawned a university-wide embrace of continuous improvement and business excellence. The first-of-its-kind event hit a max capacity of 500 participants, resulted in 30 practical improvement ideas across two large campus processes, engaged all VC areas, and launched two core initiatives to sustain this mindset shift: Lean Bench and Business Excellence Community of Practice.

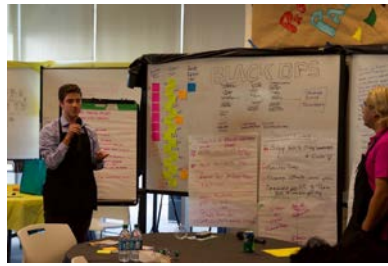
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Two units graciously served up real processes, flaws and all:

- Associated Students Student Employee Travel Requests
- Transportation Services New Employee Commute Options Process

From the opening bell it was a true race against the clock. Over the course of five hours the teams filled whiteboards with fishbone diagrams, value stream maps and other analysis techniques. At the end, each team gave a 10-minute talk explaining how its ideas saved time and money for the respective units. In fact, the only inefficient part of the day was the extended time it took judges to make a tough call on announcing winners!

By day's end, teams had identified a total of 30 discrete process improvement suggestions for Associated Students and Transportation Services. The respective departments also went and implemented the teams' recommendations. See the Outcome section for the full impact!



Conference: Learning, Sharing, Inspiring

Process Palooza component #2 consisted of a traditional set of breakout workshops, covering everything from LSS basics (in a quickie White belt session) to use cases showing how LSS is being applied at UC San Diego. Meanwhile, a series of posters showcased university efficiency efforts by visually displaying problems, the LSS effort, outcome and value.

Connecting: Networking, Recruiting and More

Throughout the day, opportunities for networking and making connections were in abundance, including networking lounges and booths for departments and workgroups to either showcase their projects or ask for help – including the aforementioned community of practice and Lean Bench.

Timeframe: Journey to Process Palooza

In some ways Process Palooza was years in the making, with personnel undergoing LSS training as far back as 2016. A tipping point was reached in July 2017 when we decided to merge all the concurrent efforts described above into an all-encompassing event.

Originally, Process Palooza was conceived as just a one-day event. But as we'll describe in the Outcome section, the learnings, impacts and results live on in multiple forms.



Outcome: From Event to Movement

What started as a day-long event fueled a university-wide mindset shift toward continuous improvement and business excellence. Process Palooza inspired multiple campus programs to not just carry forward the movement, but to continue making an impact.

Business Excellence Community of Practice (BECoP)

Process Palooza turned out to be the ideal incubator of our unique Business Excellence Community of Practice (BECoP). Open to all, BECoP addresses the intersection of change management, continuous improvement and project management. Members come together to share best practices, learn from each other and look for opportunities to strategically deploy skills. Process Palooza served as a central point to both fully explain the concept of BECoP and actively recruit. Since Process Palooza, a formal board of directors has been formed, 130 people have joined up and six campus-wide workshops have been conducted. Learn more: becop.ucsd.edu

Lean Bench

Process Palooza was also key in populating our Lean Bench. The “Lean” is from Lean Six Sigma and the Bench refers to a roster of 12 process improvement experts. A highly selective application process resulted in the identification of these 12 LSS experts. Lean Bench members are available to assist departments in need by applying their expertise to optimize clunky or inefficient campus processes. The concept of a bench means that members keep their normal positions in their home department. Through interdepartmental consulting agreements, they analyze processes with an objective, outside perspective. Learn more: leanbench.ucsd.edu




The Lean Bench has already been deployed to provide process improvement reviews to multiple large ERP-renewal efforts, including Research Administration, Financial Services, Academic Personnel, with several others waiting in the wings. These ERP-renewal efforts are equal parts process improvement and technology upgrade – there’s no reason to apply new tech solutions to bad processes.

Real Processes, Real Results

The competition element of Process Palooza was fun, but also impactful for the departments that put their processes through extreme scrutiny. They went and implemented just some of the solutions, and realized the following results:

- Associated Students travel request process: \$96,000 savings, 41% reduction in processing time, 50% reduction of rework, 50% reduction of advising time, increased customer satisfaction by 80%, increased process understanding by 100%.
- Transportation Services new employee commute: By implementing only a small number of improvements, achieved \$105,000 in labor savings, 30% reduction of in-person procession. Full implementation of improvements slated for Fall 2018.

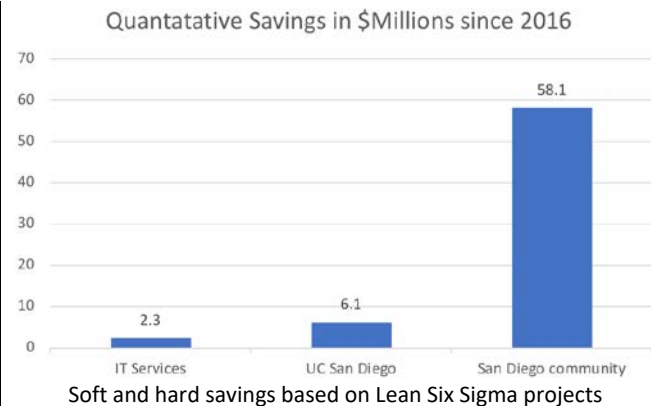
Overall Success Factors

Goal	Results	Outcome
Attract 250 attendees from across the campus and health systems	Attracted 500 attendees from across the University. About 50% were totally new to Lean Six Sigma	 Exceeded
Review and improve 2 campus business processes.	Departments that had their processes analyzed were able to implement suggestions and come away with documented and measurable results. 30 practical improvement ideas were delivered. Process improvement changes were implemented within 3-6 months.	 Met
Provide quality experience and introduction to Lean Six Sigma methodology	75% attendees rated as very good to excellent. All tutorials and learning tracks were at maximum capacity with content being projected to over-flow rooms.	 Met

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Executive-level support and endorsements	Executive Vice Chancellor for Academic Affairs appeared in-person to deliver a welcome address and kick-off the event. Vice Chancellors and AVCs were either present or offered support through meet-ups and prizes. The entire body of VCs support the initiative through a key IT Governance Committee	✓ Met
One-time campus event	Received endorsement and support for recurring annual event. Look out for Process Palooza 2018!	✓✓ Exceeded
Promote interest and awareness across UC San Diego	Word spread like wildfire beyond UC San Diego. Other campuses are interested in putting on their <i>own</i> Process Palooza. Therefore, we're in the midst of putting together our "Palooza in a Box" concept with guides and templates! In addition, we've been invited to present at 10+ national conferences on the topic.	✓✓ Exceeded
	UC San Diego Business Excellence Community of Practice. A cross-departmental community of practice was formed to analyze the intersection of change management, continuous improvement and project management.	🧑 Surprised
	UC San Diego Lean Bench Program. A "Lean Bench" of Lean Six Sigma experts was formed to apply process improvement techniques to a major ERP effort.	🧑 Surprised

Lean Six Sigma Training and Quantifiable Savings



Additional Resources

If you're going to click on one thing, just watch this 4-minute video:



Other links:

- Process Palooza website: <http://processpalooza.ucsd.edu>
- Lean Bench: <http://leanbench.ucsd.edu>
- BECoP: <http://becop.ucsd.edu>
- LSS Info Page: <http://leansixsigma.ucsd.edu>
- Operational Strategic Initiatives: <http://osi.ucsd.edu>
- UCSD Extension: <https://extension.ucsd.edu/step-up>
- Extension Article: [Lean Six Sigma Produces Results for UC San Diego](#)
- UC IT Blog: [Process Palooza Lean Six Sigma in Action at UC San Diego](#)
- 4-minute Recap Video: [Process Palooza video](#)