

# PARTNERING WITH A WORLD CLASS ORGANIZATION TO STREAMLINE PROCESSES

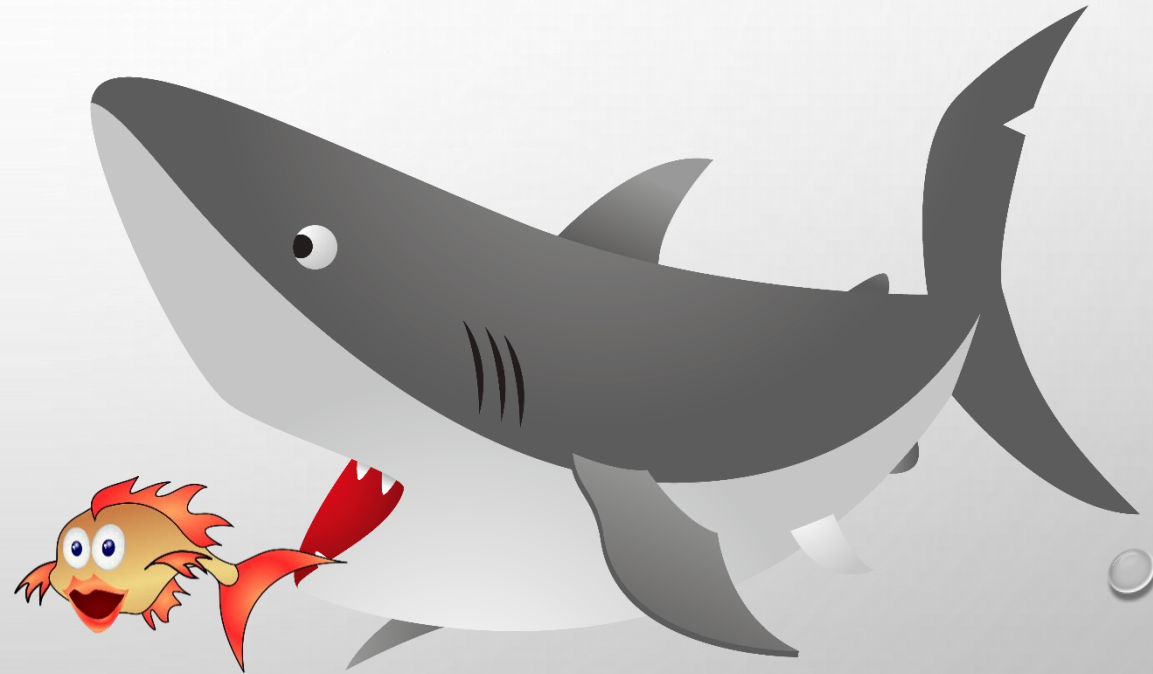
BRANDI RENTON, ASSISTANT VICE PRESIDENT OF ORGANIZATIONAL BEHAVIOR - UNT

SCOTT PORTER, SENIOR MANAGER - TOYOTA

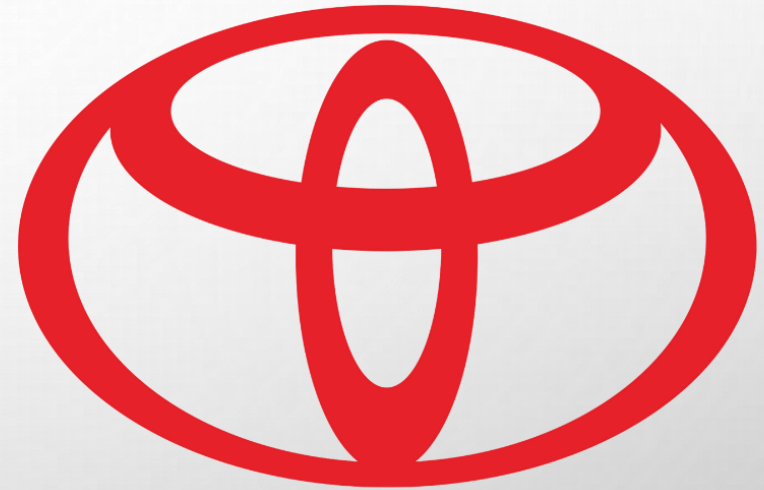
# THE UNIVERSITY OF NORTH TEXAS



# ANNUAL PLANNING ACTIVITY



# ROAD TO PARTNERSHIP



# WHY ENGAGE TOYOTA?

- EXPERTISE
- OUTSIDE PERSPECTIVE
- KNOWLEDGE SHARING AND COACHING

# FOOD FOR THOUGHT...



# TSSC VIDEO



# TSSC Mission

**T** **OYOTA PRODUCTION** **S** **YSTEM** **S** **UPPORT** **C** **ENTER**

- CONTRIBUTE TO SOCIETY BY SHARING TOYOTA PRODUCTION SYSTEM (TPS) KNOWLEDGE WITH PUBLIC INSTITUTIONS AND HELP STRENGTHEN MANUFACTURING IN NORTH AMERICA.
- DEVELOP FUTURE TOYOTA LEADERS



Toyota Photo at toyota.com 1951 Toyota

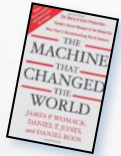




# TSSC History

**MIT global study highlights principles of TPS**

**(The Machine that Changed the World)**



Based on interest in North America,  
**Toyota's TSSC established**



1987



2011

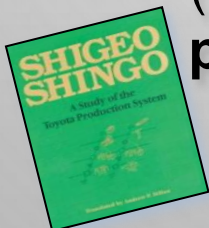


1990

1992



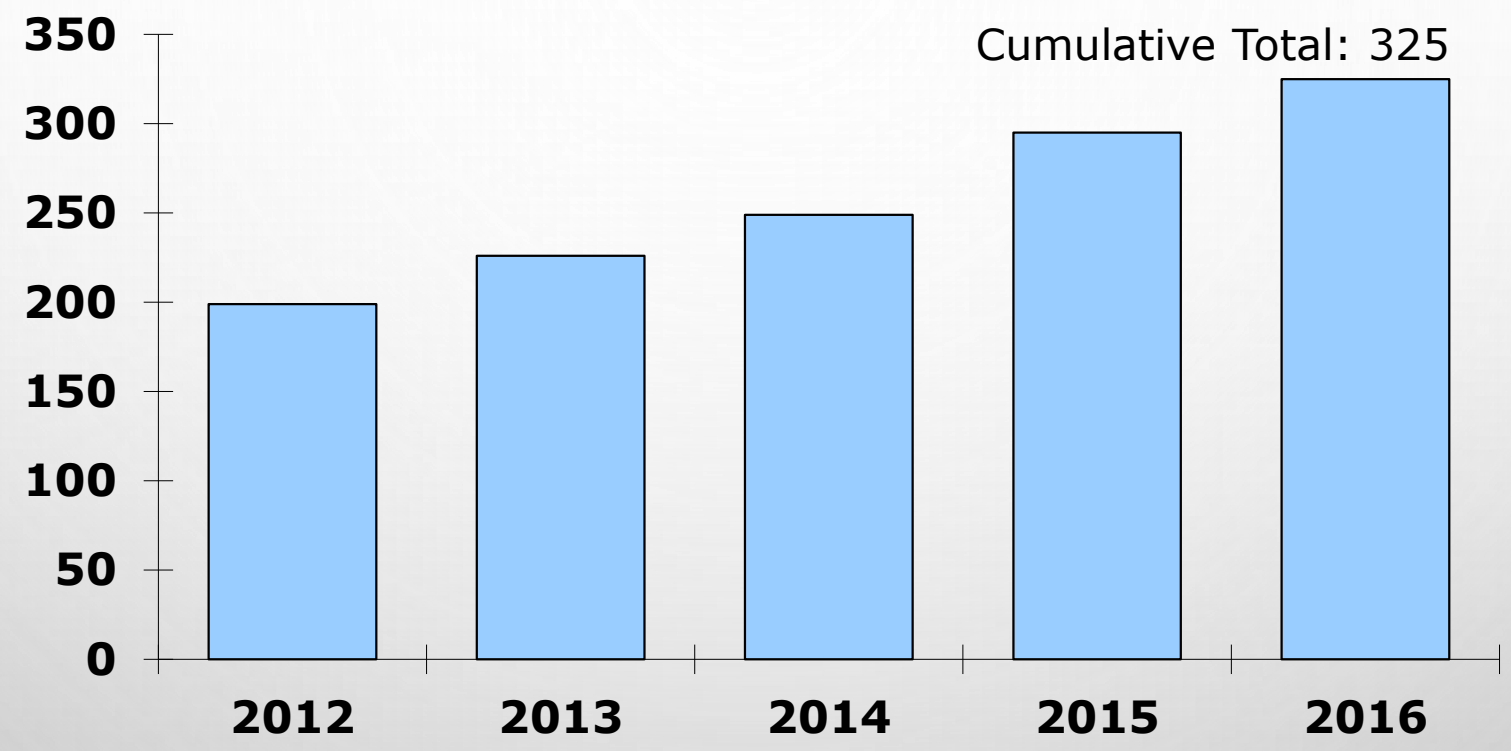
- **TPS & Toyota Way introduced**
- **Interest in Toyota Production System (TPS) generated from popular published books**



**TSSC becomes nonprofit**

# Project Summary

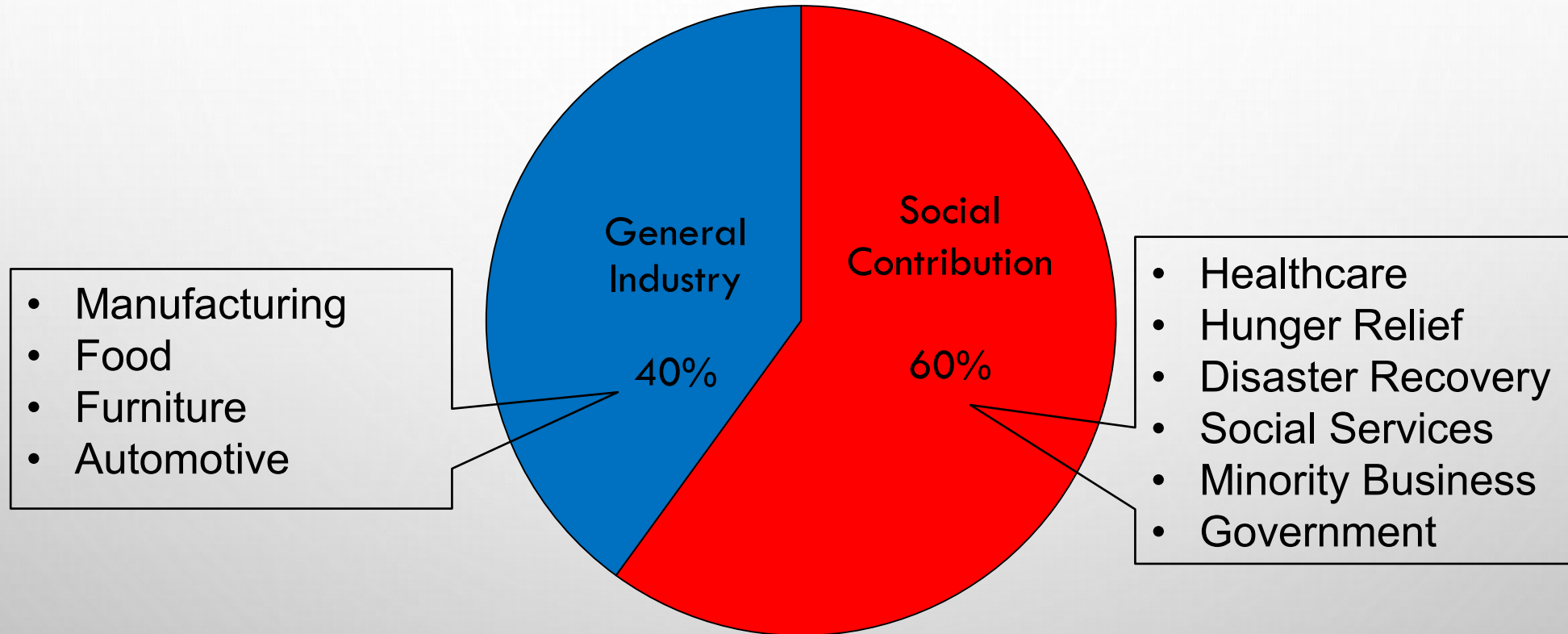
as of December, 2016



Industries served: Auto, Education, Food, Furniture, Healthcare, Non-Profits

*\*A 'project' denotes each of the organizations (profit/nonprofit) that TSSC partners with throughout the year.*

# Targeted Project Ratio





# WHERE WE BEGAN & THE PATH TO IMPROVEMENT

# LEADERSHIP SUPPORT & PROJECT TEAM

- EXECUTIVE SPONSOR – DR. NEAL SMATRESK, PRESIDENT
- CHAMPION – BOB BROWN, VICE PRESIDENT FOR FINANCE & ADMINISTRATION
- KAIZEN LEADERS –SCOTT PORTER, SENIOR MANAGER, TOYOTA NORTH AMERICA
- CONTINUOUS IMPROVEMENT LEADERS – BRANDI RENTON, AVP ORGANIZATIONAL BEHAVIOR & DR. TERRY POHLEN, ASSOCIATE DEAN, COLLEGE OF BUSINESS
- PROJECT TEAM – CAMPUS STAKEHOLDERS THAT WERE ABLE TO PROVIDE INPUT AND MAKE DECISIONS

**WHEN ASKING WHY, WE OFTEN HEARD THIS...**

***IT'S THE WAY WE'VE ALWAYS DONE IT!***

# PROJECT GOALS

- STREAMLINE NEW FACULTY ONBOARDING EXPERIENCE TO PROVIDE A SEAMLESS TRANSITION
- REDUCE ISSUES RELATED TO NEW FACULTY ONBOARDING TO INCLUDE DELAYS
- PROVIDE A CUSTOMER FOCUSED APPROACH TO THE OVERALL PROCESS

# KAIZEN STRATEGY

- MAP PROCESS DETAIL –STEP BY STEP
- DEVELOP TOOL TO SEE ‘STATUS AT A GLANCE’. VISUAL BOARD OF PROCESS, DEFINED PROCESS LEAD-TIMES, CANDIDATE STATUS
- IDENTIFY PROBLEMS THAT CREATE STRUGGLES FOR NEW FACULTY (I.E. BENEFITS, PEOPLESOFT ACCESS, GRANT TRANSFERS, FACILITY NEEDS, ETC.)
- SOLVE PROBLEMS 1 X1
- STANDARDIZE NEW PROCESS



| OFFER<br>Issued  | ACCEPTANCE<br>Academic info<br>2-3 days   | CR, Hqs, CR<br>2-3 days | Check<br>within 1 day | IT<br>1 day | Email to Acc.<br>Res:<br>1 day | ELECTRONIC<br>ONBOARDING<br>1 day | Training<br>1-9 days<br>on "SIS" 1st day<br>on SIS + ePAR | 2 Verify<br>3 days | Notification<br>at EVerify | ADMIN<br>Activities<br>Prior to Start | ORIENTATION<br>ON-site | 1st DAY of<br>CLASS | EPAR<br>Complete<br>9/15 | Benefit<br>Confirm |
|--|---|-------------------------|-----------------------|-------------|--------------------------------|-----------------------------------|---|--------------------|----------------------------|---------------------------------------|------------------------|---------------------|--------------------------|--------------------|
| DATE ISSUED<br>DATE READER<br>NAME<br>College/DEPT<br>SEARCH CHAIR<br>GRANT<br>Special accommodations<br>- Social Security<br>- Facilities<br>- HR (Bio Student)<br>- last name used<br>on OPR | Academic info<br>Report<br>S EPAR<br>EVID<br>Auto Email to Inmate<br>benefits<br>IT | CR, Hqs, CR<br>2-3 days | Check<br>within 1 day | IT<br>1 day | Email to Acc.<br>Res:<br>1 day | ELECTRONIC<br>ONBOARDING<br>1 day | Training<br>1-9 days<br>on "SIS" 1st day<br>on SIS + ePAR | 2 Verify<br>3 days | Notification<br>at EVerify | ADMIN<br>Activities<br>Prior to Start | ORIENTATION<br>ON-site | 1st DAY of<br>CLASS | EPAR<br>Complete<br>9/15 | Benefit<br>Confirm |
| Contract/Offer<br>Check History Check for backlogs<br>Academic Policy/Procedure Summary<br>Comprehensive Electron Form   | Auto Email to Inmate<br>benefits<br>IT  | CR, Hqs, CR<br>2-3 days | Check<br>within 1 day | IT<br>1 day | Email to Acc.<br>Res:<br>1 day | ELECTRONIC<br>ONBOARDING<br>1 day | Training<br>1-9 days<br>on "SIS" 1st day<br>on SIS + ePAR | 2 Verify<br>3 days | Notification<br>at EVerify | ADMIN<br>Activities<br>Prior to Start | ORIENTATION<br>ON-site | 1st DAY of<br>CLASS | EPAR<br>Complete<br>9/15 | Benefit<br>Confirm |
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DATE ISSUED

DATE READER

NAME

College/DEPT

SEARCH CHAIR

GRANT

Special accommodations

- Social Security
- Facilities
- HR (Bio Student)
- last name used on OPR

Contract/Offer

Check History Check for backlogs

Academic Policy/Procedure Summary

Comprehensive Electron Form

Benefit ✓ List info w/ training

\* 10 CARD / LiDipark / Needed more INFO

EMPLOYEE INFO

EmpID

Link to 1-9

Link to 2-9

Auto Email to Inmate

benefits

IT

10 days (After Review)

HR/ACC (HR/ACC)

SkyNet

Auto Email to Inmate

benefits

IT

Time to Review or Report

Enter:

|                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|
| OSCA PARTNER             | OSCA                     | OSCA                     | OSCA                     |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

OSCA ASSIGN PERSON

Facilities

Compliance

Plan created

GRANT Action

SET UP

FUNDING

OSCA COMPLETE TRANSFER

Special Accommodations

OSCA COMPLETE TRANSFER

Special Accommodations Complete

PERSON TRAINING

Complete

ETHICS

Responsible Contact

Export Control

IRB (if applicable)

DEPT initiate

Next Now Deadline

For Benefit Eligible

Faculty to expedite

systems.

EPAR Deadline 9/11

OR 2 DAYS or 9/3 @ latest

\* Paid to All \*

Jobs Code to find

\* Proceeding to Distribution

Training needed

OSCA ASSIGN PERSON

Facilities

Compliance

Plan created

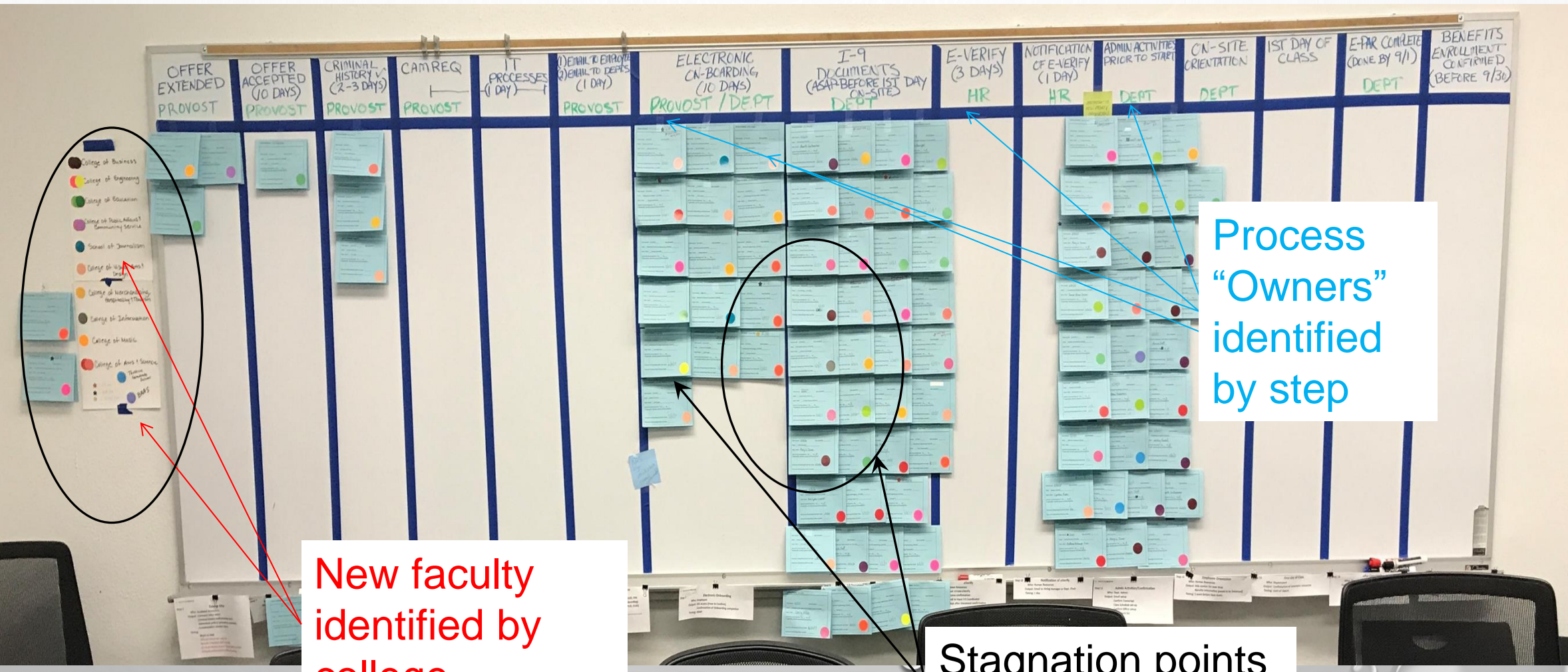
Train/Action

Expectation of

Funding Source

to DEPT CHAIR

# CURRENT STATE PROCESS MAPPING (STATUS AT A GLANCE)



- College of Business
- College of Engineering
- College of Education
- College of Health & Human Services
- School of Journalism
- College of Arts & Sciences
- College of Health & Human Services
- College of Journalism
- College of Education
- College of Health & Human Services
- College of Journalism
- College of Education
- College of Health & Human Services
- College of Journalism
- College of Education
- College of Health & Human Services

New faculty identified by college

Process "Owners" identified by step

Stagnation points quickly identified

## PEELING THE ONION



# WE WAIT...AND WE WAIT

- ONCE A CANDIDATE OFFER IS EXTENDED, WE WAIT UNTIL THEY RETURN IT. 2, 6, 10, 30 DAYS...WE WAIT.
- ONCE AN OFFER IS ACCEPTED, WE WAITED UNTIL AUGUST 1<sup>ST</sup> TO BEGIN ANY ONBOARDING PROCESSES.
- COMPLETION OF ELECTRONIC ONBOARDING, WE WAIT UNTIL THE NEW FACULTY MEMBER COMPLETES IT (HOWEVER LONG THAT MAY BE!)

***WE ARE NOT CLEAR ON OUR EXPECTATIONS OF OUR CANDIDATE OR OURSELVES***

*WE HAVE TO WAIT UNTIL SEPTEMBER 1<sup>ST</sup> TO ONBOARD  
FACULTY DUE TO BUREAUCRATIC ENROLLMENT PROCESSES.*



**NEW FACULTY CANNOT RECEIVE BENEFITS UNTIL  
THEIR ELECTRONIC PAYROLL PROCESSING IS  
COMPLETE.**



## A NEW FACULTY MEMBER SAID...

‘...EXPERIENCE WAS UNACCEPTABLE...EMPLOYEES ARE ONLY AFFORDED TWO WEEKS TO MAKE CRUCIAL SELECTIONS FOR BENEFITS, THAT IS NOT ADEQUATE INFRASTRUCTURE TO SUPPORT ALL THE REQUIREMENTS FOR EMPLOYEES TO BE ABLE TO MAKE CHOICES.’

# ELECTRONIC PORTAL WELCOME



## **New Employee Welcome Center**

Welcome Aboard

### **UNT System Equal Opportunity Statement**

The University of North Texas System is firmly committed to equal opportunity and does not permit - and takes action to prevent - discrimination, harassment (including sexual violence), and retaliation on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity or expression, age, disability, family status, genetic information, citizenship or veteran status in its application and admission processes, educational programs and activities, facilities, and employment practices. The University of North Texas System immediately investigates and takes remedial action when appropriate.

The University of North Texas System also takes actions to prevent retaliation against individuals who oppose a discriminatory practice, file a charge, or testify, assist or participate in an investigative proceeding or hearing.

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Email questions about this service to: [UNT System HR](#)  
or call Toll-Free 1-855-878-7650

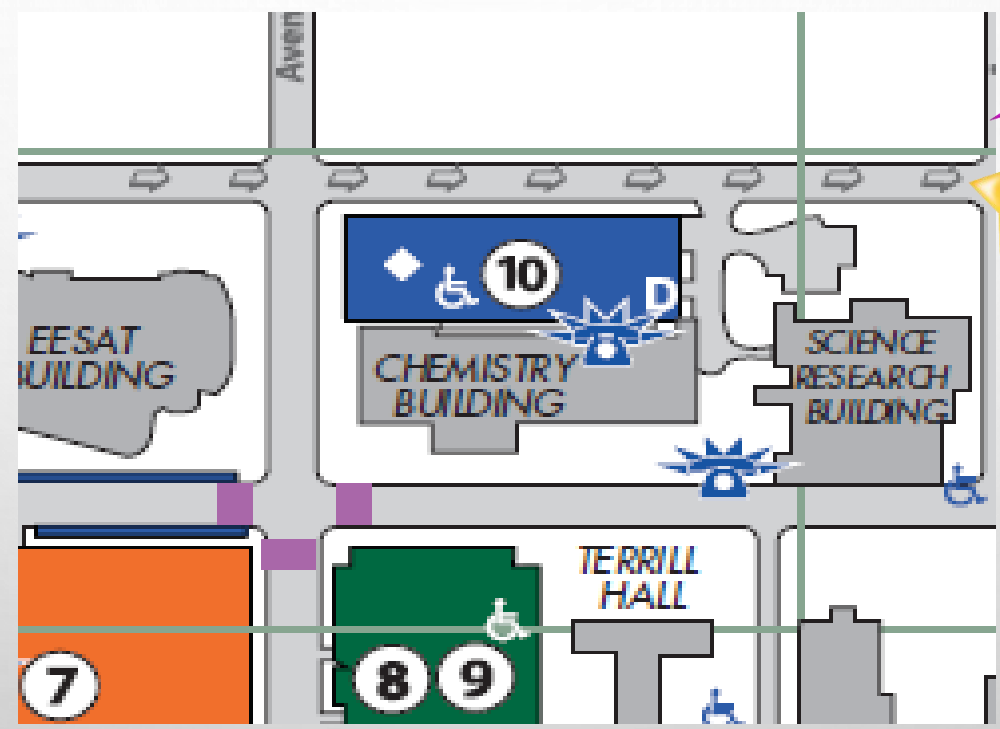
[Save and Finish Later](#)



NEW FACULTY I-9'S COULD NOT BE COMPLETED UNTIL  
THEY ARRIVED ON CAMPUS



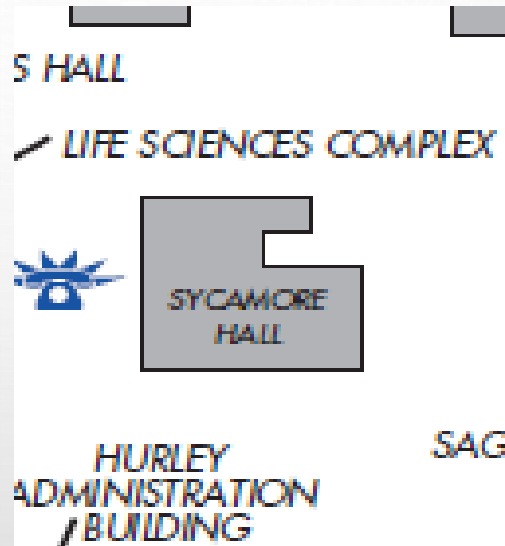
# DR. BOB'S FIRST DAY OF WORK!



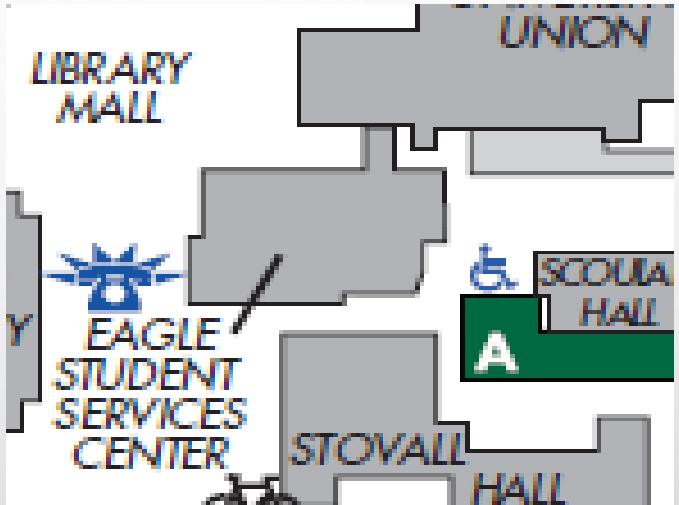
# OFF TO FIND PARKING...OBTAINING A PARKING PERMIT



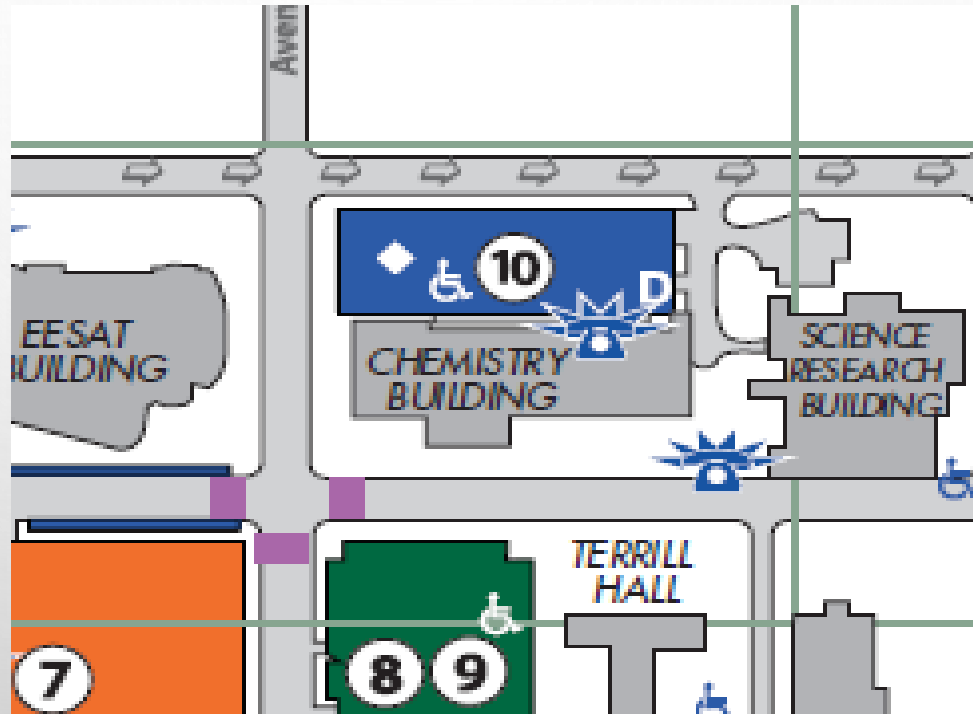
# NEXT...OBTAINING KEYS



# LAST..UNIVERSITY ID CARD



# BACK TO WORK...



(Dr. Bob doesn't know this yet, but he needs to ensure his technology accesses are functional. It's likely that there are issues.)

# BACK AT THE OFFICE...

- TECHNOLOGY ACCESSES
- FEELING WELCOMED
- SPACE AND FACILITY (I.E. LABS) READY

***‘...I COULD HAVE BEEN HERE FOR 6 MONTHS BEFORE SOMEONE EVEN KNEW I EXISTED...NO ONE KNEW WHO I WAS OR WHY I WAS HERE.’ ~ RESEARCH FACULTY MEMBER***

*NEW FACULTY IT ACCESS MUST BE SET UP BEFORE  
THEY COME ON CAMPUS*





*FACILITIES AND SPACE NEEDS  
IDENTIFIED IN OFFER* **NEED TO BE**



# ENGAGEMENT & LISTENING



# PROCESS IMPROVEMENTS

| BEFORE  | AFTER  |
|---|--|
| Began all processes after 8/1                                   | Begin processes immediately  |
| Open-ended timeframe for offer acceptance                       | 10-day deadline for offer acceptance                                 |
| I-9's completed after start date                                | I-9's completed when on campus                                       |
| Parking pass received after begin work                          | Parking contacts new faculty prior to start date                     |
| ID card, parking, keys are not received until after start date  | ID card, parking, keys received before or at new faculty orientation |
| Electronic onboarding portal not user-friendly                  | Made several enhancements to improve ease of use                     |
| Facilities and space offices notified <b>after</b> hire is made | Facilities and space offices notified upon job posting               |
| Processes linked to electronic payroll approvals                | Disconnected or busted myths linking processes to payroll            |

# ELECTRONIC PORTAL IMPROVEMENTS



## New Employee Welcome Center

Welcome Aboard



**Welcome to the UNT family!**

We're so glad that you chose to work here. You are an important addition to our team and we look forward to getting to know you.

UNT has one of the most caring campus communities that I have ever been a part of, and Debbie and I felt that way from the moment we became part of the UNT family. We hope you'll feel the same way too.

We are a diverse community that offers a supportive, welcoming environment for all. We take care of each other. And, most

## NOW WE HEAR...

*'I AM IMPRESSED BY THE RESPONSIVENESS OF THE UNT HIRING PROCEDURES, SINCE VARIOUS UNIVERSITIES I HAVE WORKED AT WAIT UNTIL THE WEEK BEFORE TO SEND YOU ALL THE DOCUMENTATION AND INFORMATION TO REVIEW AND COMPLETE!' ~ NEW FACULTY MEMBER*

*'THANKS FOR ALL YOU DO TO HELP OUR FACULTY. ONE FACULTY MEMBER HAS STATED THAT THIS WAS THE SMOOTHEST HIRING PROCESS THEY HAVE EVER SEEN!' ~ A HAPPY ADMINISTRATIVE COORDINATOR*

# KEY SUCCESS FACTORS

- LEADERSHIP SUPPORT
- CHALLENGE THE STATUS QUO
- SAFE, NON-JUDGMENTAL DISCUSSIONS AND IDEA SHARING
- ASSESS THE PROCESS PEOPLE USE, NOT THE PEOPLE THAT USE THE PROCESS
- CUSTOMER FIRST MENTALITY

*WE LISTENED*  
*WE LEARNED*  
*WE CHANGED*  
*WE IMPLEMENTED*

***AND...WE CONTINUE TO STRIVE FOR CONTINUOUS IMPROVEMENT AND  
CONTINUE THE UNT/TOYOTA PARTNERSHIP***

# TSSC CONTACT INFORMATION

CALL:

469-292-1836

WRITE:

TSSC, INC.

6565 HEADQUARTERS DRIVE

PLANO, TX 75024

VISIT OUR WEB SITE: [WWW.TSSC.COM](http://WWW.TSSC.COM)

