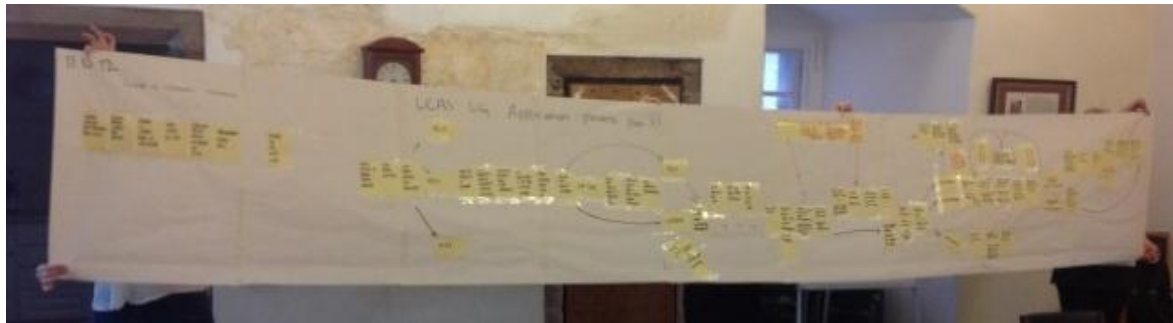Edinburgh Napier
UNIVERSITY

Title of Case Study:

UCAS Business Process Review*

Outcomes: (the tangible results from sustainable futures activity)

- An agreed ideal process for managing UCAS applications.
  - Including consultation with key stakeholders
- Set of clear actions and responsibilities supporting successful implementation

Project Image:

Caption: The team holds up their process map in the University's Tower Boardroom

Background: (event focus, current situation, key issues)

The project was commissioned as preparation for UCAS ceasing production of paper copy application forms, which they did in September 2013.

This necessitated a change as the University therefore had to put in place a mechanism of managing the UCAS admissions process without the use of paper application forms, which it had used previously.

Following the UCAS announcement, the Admissions team requested support from Sustainable Futures to ensure a smooth transition to paperless operation. Sustainable Futures agreed to deliver a series of process mapping workshops to enable a better understanding of the current state, and lead to creation of an agreed ideal process.

Description: (what happened)

The Sustainable Futures team worked on this project with three half day workshops, and a small number of attendant meetings with relevant staff. The workshops were held between the beginning October 2012 and the end of December 12. They involved 11 people, drawn from teams within Student and Academic Services, primarily Admissions and Systems. The main workshops focussed on:

1. Establishing the current state process
2. Defining a future state process
3. Action planning for implementation

The outputs of these workshops fed into a significant software implementation project, which was managed by colleagues in the Admissions and Systems teams. This project met its goals, of virtually eliminating paper from the Admissions processes.

Following this Sustainable Futures were invited back to support the team on the daily management of their work during peak times, and have provided consultancy support to assist them in implementing a daily management system utilising short-time daily work group meetings, and clear visual controls. At the time of writing, this was beginning to be rolled out.

Benefits: (the difference the changes made overall)

- Ability to process FT UG UCAS applications in an efficient and timely manner so the University meets its SFC obligation
- An improved process for sorting of applications into particular fee groups prior to decision making
- A selection tool to allow ranking of applicants (for selecting courses)
- A more streamlined paperless process for centralised decisions;
- A paper-light process for de-centralised decision making

Staff Feedback: (verbatim feedback from workshops / improvement sessions)

"It is useful to have an external facilitator in these events as they can see the full picture of what is attempting to be achieved & keep everyone focussed"

"[Sustainable Futures] Helped reach a conclusion, I am sure, in a shorter timeframe than if they weren't involved"