PROCESS IMPROVEMENT EVENT

UNIVERSITY OF
SOUTH CAROLINA

Benefits Enrollment Process

July 25-29, 2016

The eTeam

Left-to-right: Nick Elzy, Lesley Nussbaum, Becky Padgett, Ro Kelly (Team Leader), Jennifer McKay, Belinda Ogorek, Kelli Gowder, Felecia Paxton, June Lewis

GOALS

Process Improvement Project Charter
Use this fillable/savable charter to plan and communicate all key elements of your process improvement project. Start by entering the information you know right now. Add more info as your planning unfolds.

Date this charter was created 05/19/2016 mm/dd/yyyy
Date of most recent revision 07/14/2016 mm/dd/yyyy

1. BACKGROUND

What process is this project aiming to improve?

Benefits Enrollment for FTE, RGP and TL employees.

Why is this project being undertaken?

Current benefits enrollment process has many delays and impacts customer satisfaction.

What are the top three goals for this project?

1. Streamline processes and reduce the amount of time it takes to enroll a new employee in State insurance and retiree benefits.
2. Create efficiencies and avoid duplication of efforts.
3. Reduce idle periods in the process.

2. KEY CONTACTS

| Name	Title and Div-Dept-Office	Email	Phone
Project Sponsor(s) – Establishes the need for the project, ensures that it aligns with top priorities, clarifies the scope, communicates with other areas, provides ongoing support and needed resources, and removes barriers			
Caroline Agardy	Associate Vice President for HR Programs and Services	agardy@mailbox.sc.edu	803-777-7550
Session Facilitators – Guide the team during all of its improvement sessions			
Tom Terez	--	tom@NextLevelWorkplace.com	614-571-9529
Logistics Contact – Handles operational details and logistics relating to the project and team sessions			
Christina McCormick	Administrative Assistant	mccormid@mailbox.sc.edu	803-777-7550
Data Lead – Takes the lead in gathering, analyzing, and compiling data in advance of the project (see page 3)			
Jennifer McKay	Benefits Analyst	jmckay@mailbox.sc.edu	803-777-3526
Project Manager – Immediately following the team's improvement sessions, this person coordinates implementation, ensures that the project stays on track, tracks baseline measures and projections against actual results, and so on			
Jennifer McKay	Benefits Analyst	jmckay@mailbox.sc.edu	803-777-3526

- Streamline processes and reduce the amount of time it takes to enroll a new employee in State insurance and retiree benefits

- Create efficiencies and avoid duplication of efforts

- Reduce idle periods in the process

SCOPE

First step in the process:

Benefits is notified of new hire via PBP document

→
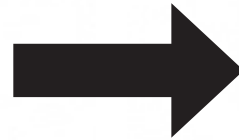
Last step in the process:

PEBA processes transaction

SIPOC

Process Improvement Project Charter

Use this fillable/savable charter to plan and communicate all key elements of your process improvement project. Start by entering the information you know right now. Add more info as your planning unfolds.

Date this charter was created 05/19/2016   Date of most recent revision 07/14/2016
mm/dd/yyyy   mm/dd/yyyy

1. BACKGROUND

What process is this project aiming to improve?

Benefits Enrollment for FTE, RGP and TL employees.

Why is this project being undertaken?

Current benefits enrollment process has many delays and impacts customer satisfaction.

What are the top three goals for this project?

1. Streamline processes and reduce the amount of time it takes to enroll a new employee in State insurance and retiree benefits.

2. Create efficiencies and avoid duplication of efforts.

3. Reduce idle periods in the process.

2. KEY CONTACTS

Name	Title and Div-Dept-Office	Email	Phone

Project Sponsor(s) – Establishes the need for the project, ensures that it aligns with top priorities, clarifies the scope, communicates with other areas, provides ongoing support and needed resources, and removes barriers

Name	Title and Div-Dept-Office	Email	Phone
Caroline Agardy	Associate Vice President for HR Programs and Services	agardy@mailbox.sc.edu	803-777-7550

Session Facilitators – Guide the team during all of its improvement sessions

| Tom Terez | -- | tom@NextLevelWorkplace.com | 614-571-9529 |

Logistics Contact – Handles operational details and logistics relating to the project and team sessions

| Christina McCormick | Administrative Assistant | mccormid@mailbox.sc.edu | 803-777-7550 |

Data Lead – Takes the lead in gathering, analyzing, and compiling data in advance of the project (see page 3)

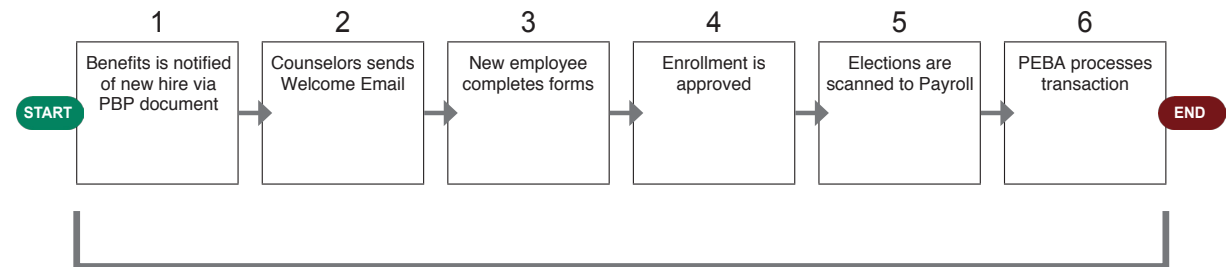| Jennifer McKay | Benefits Analyst | jmckay@mailbox.sc.edu | 803-777-3526 |

Project Manager – Immediately following the team's improvement sessions, this person coordinates implementation, ensures that the project stays on track, tracks baseline measures and projections against actual results, and so on

| Jennifer McKay | Benefits Analyst | jmckay@mailbox.sc.edu | 803-777-3526 |

PROCESS OVERVIEW

A **SIPOC diagram** provides a high-level, beginning-to-end view of the process – and it shows the relationships between suppliers and inputs, and outcomes and customers. When developing a SIPOC, start by developing a macro flowchart with a maximum of six steps, with each step phrased as a verb-noun action statement. (Use the template below.) Next, identify the outputs, customers, inputs, and suppliers – in that order. (Again, type directly in the boxes.) This early "define" step will help scope the project while uncovering many of the factors that feed into and flow out of the process. The team will review this SIPOC in detail at the start of its improvement event.

1	2	3	4	5	6
START Benefits is notified of new hire via PBP document	Counselors sends Welcome Email	New employee completes forms	Enrollment is approved	Elections are scanned to Payroll	PEBA processes transaction END

...and the suppliers **fourth**   Identify inputs **third**...   Identify outputs **first**...   ...and customers **second**

SUPPLIERS	INPUTS		OUTPUTS	CUSTOMERS
Who provides the inputs?	What materials, resources, services, information, and data feed into the process?	PROCESS	What services or other outputs result from the process?	Who are the people, offices, and organizations that receive the services?

New FTE, RGP and TL Employees
 	
HR Liaisons
 	
Salary Administration
 	
Office of Employment, Recruitment
 	
Payroll
 	
SC PEBA
	PEBA Transfer Document
	
	NOE from new employee (Notice of Election)
	
	Proof of dependent relationships (from new employee), such as marriage license, tax/dependent info, etc.
	
	Additional forms for specific types of employees
			Employee gets coverage:
			    Retirement
			    Health
			    Long-term care
			    Dental
			    Vision
			    Optional life
			    Supplemental products
			
			Cards
			Vendor mailing
			Deductions begin
				Primary customer:
				
				New employees
				
				Other customers:
				
				Employees' families
				Departments, Divisions
				Payroll
				PEBA
				HR Liaisons

Suppliers • Inputs • Process • Outputs • Customers

KEEP CALM AND LEAN ON

1801

LEAN

Customer focus

Process perspective (thinking horizontally)

Optimizing the flow

Eliminating inefficiencies

Preventing problems

Standardization

KEEP CALM AND LEAN ON

改善

KAIZEN

change for the better

KAIZEN BLITZ:

5 intense days
Action-focused
Real improvement

KAIZEN EVENT OVERVIEW

DAY 1 Discovery	DAY 2 Possibility	DAY 3 Building	DAY 4 Planning	DAY 5 Planning and Presentation
• Goals • Customers • Suppliers • Current-state process map	• Current-state process map (continued) • Waste, value-added • Standard-ization and other Lean concepts • Improvement ideas	• Improvement ideas (continued) • Prioritizing • Draft future-state process map	• Draft future-state process map (continued) • Discovery + consensus • Future-state process map • Planning	• Planning • Measures • **Presentation** • Celebration

Mapping the current-state process
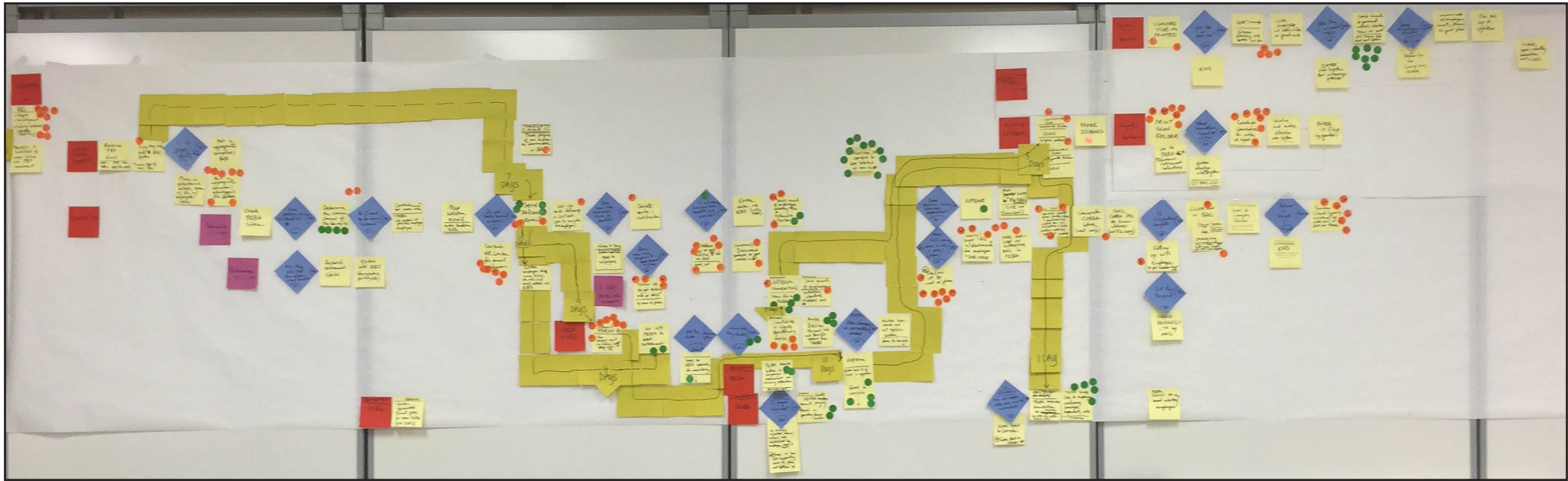
Steps	100
Handoffs	28
Loopbacks	12
Decision Points	22
Delays	15

Time Start-to-finish process time	32 Days

Identifying occurrences of waste

T	I	M	U	W	O	O	D
TRANSPORTA-TION	**INFORMATION, INVENTORY**	**MOTION**	**UNDERUTILIZA-TION**	**WAITING**	**OVERPRODUC-TION**	**OVERPRO-CESSING**	**DEFECTS**
• Transport from office to office • Transport from floor to floor • Transport from building to building • Other trans-portation and travel	• Storage • Printed in advance • Work in process • In the warehouse • Requiring unnecessary information on a form	• Inter-office movement • Office to office • Cubicle to cubicle • Going to the copier or scanner • Going to the fax • Going for files or to a storeroom • Reaching	• Employees • Talent • Office space • Technology • Equipment	• Nonproductive time • Waiting for: • Copier • Scanner • Delivery • Catchup • Person up-stream • Mail/shipper • Computer	• Making too many • Making in advance of requests • Throwing away the ex-cess • Things getting outdated • "We have to be ready" • Not cautious, but wasteful	• Adding things nobody wants • Bells and whistles • Reports that nobody reads • Trying to achieve "the best" • Better than good enough • Beyond cus-tomer expec-tations	• Mistakes • Broken • Inaccurate • Difficult to read • Forms, instructions difficult to understand • Wasted materials • Returns

Waste is a **SYMPTOM** of a problem (rather than a root cause)

Identifying occurrences of waste
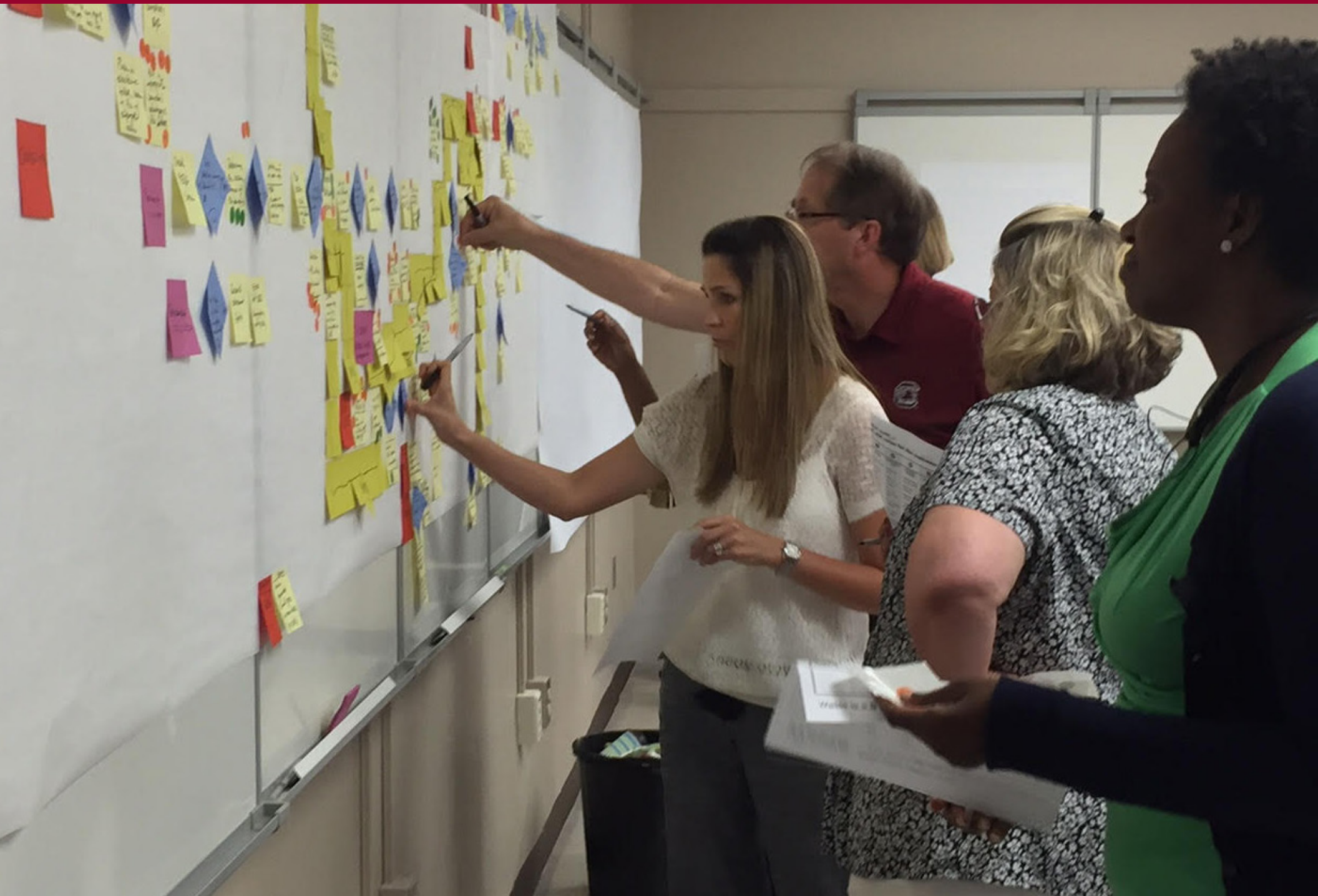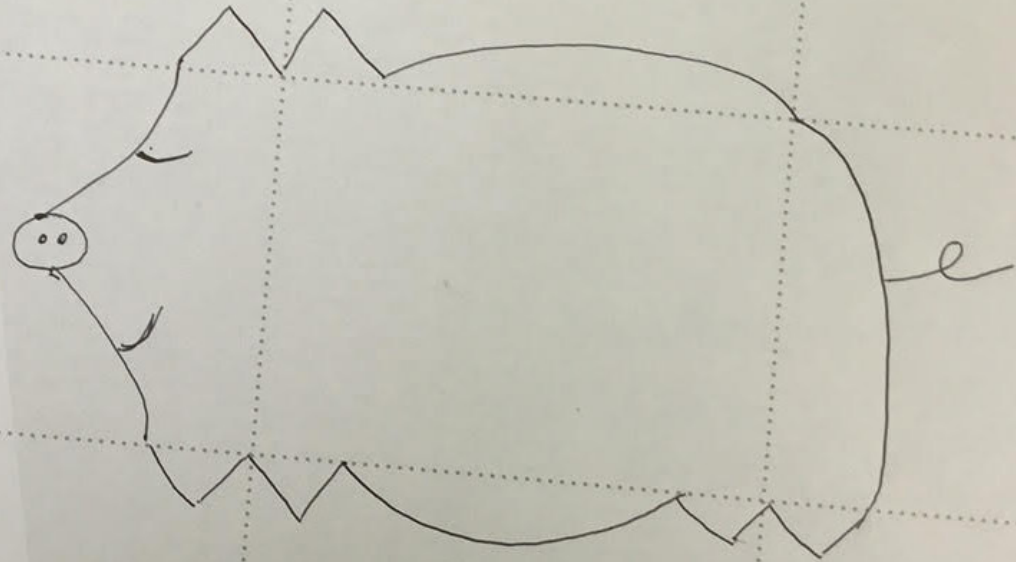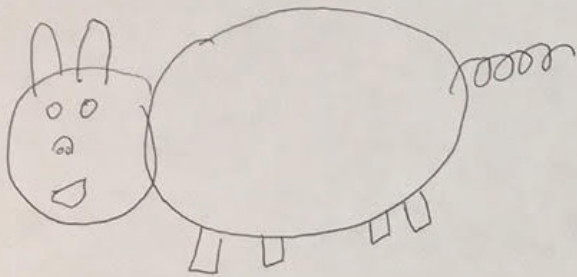
Generating and prioritizing improvements
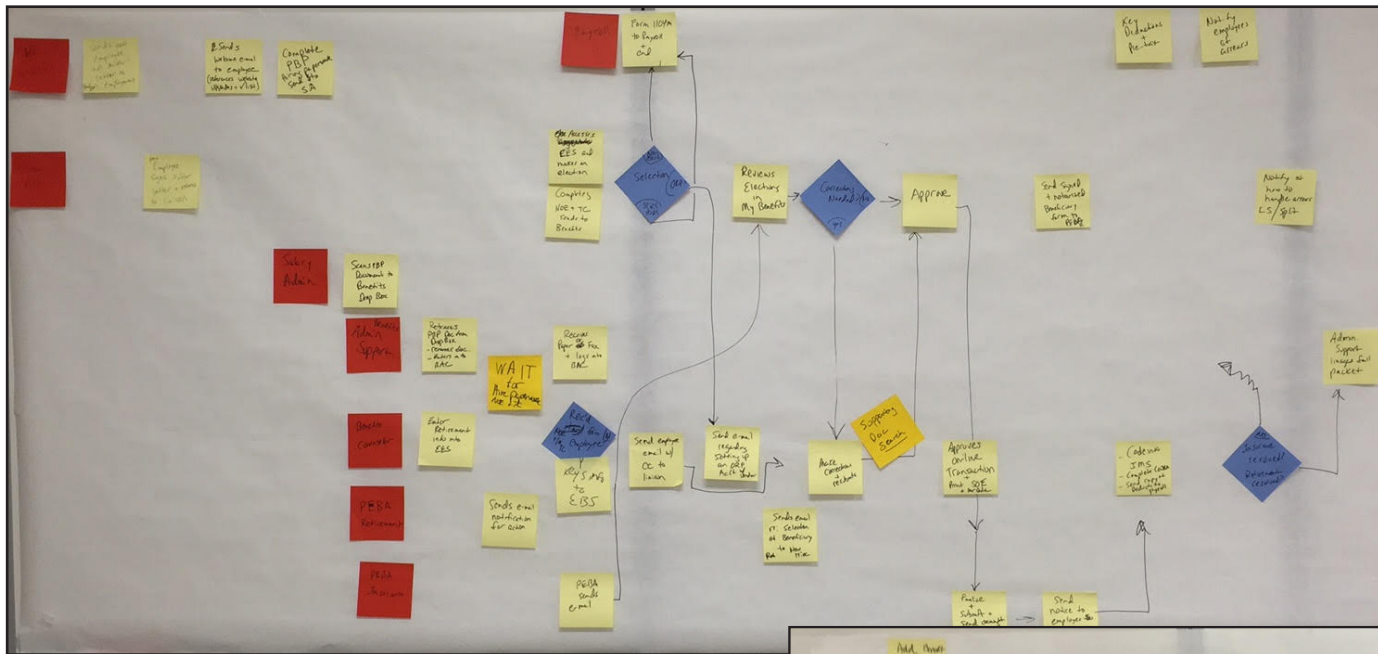
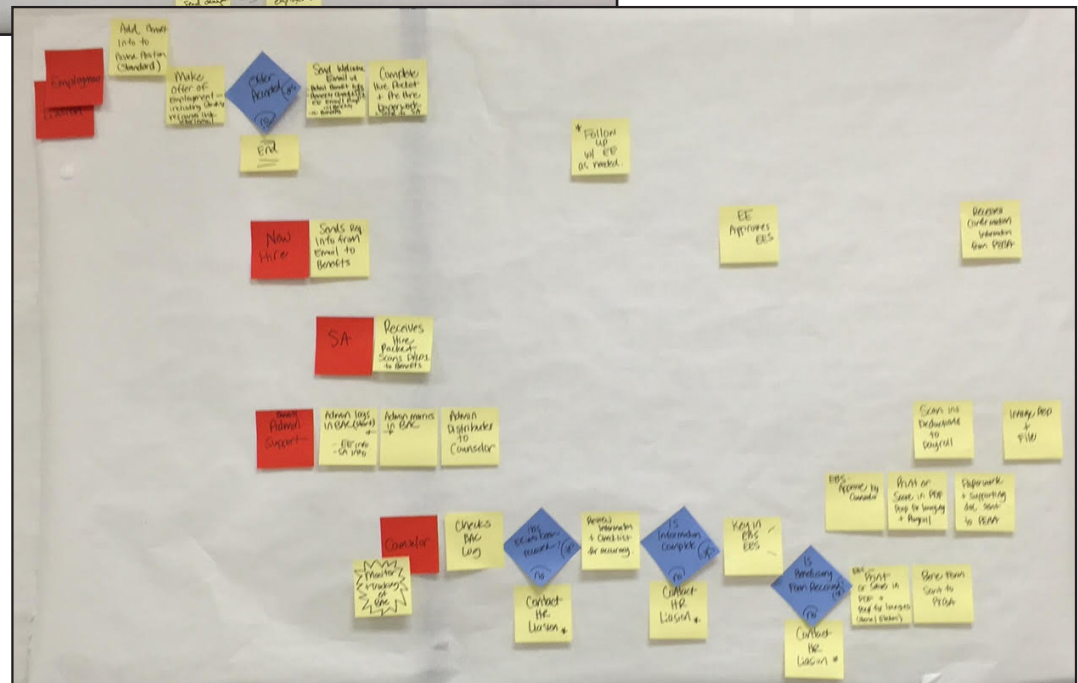# Generating and prioritizing improvements

+90 IMPROVEMENT IDEAS!

Drafting clean-sheet redesigns

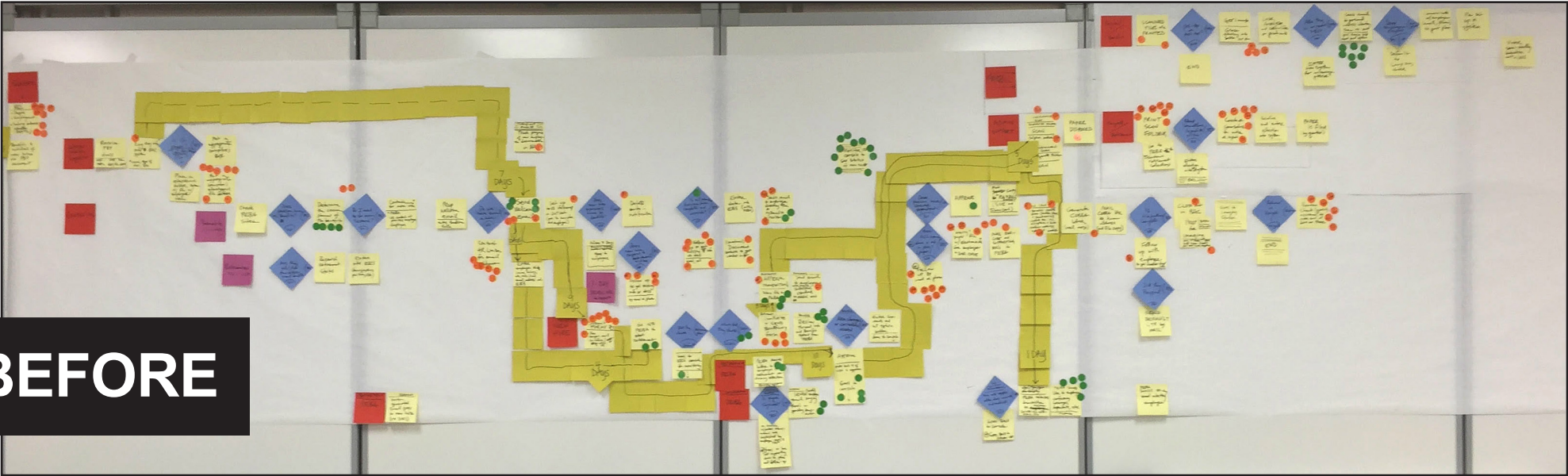# Drafting clean-sheet redesigns

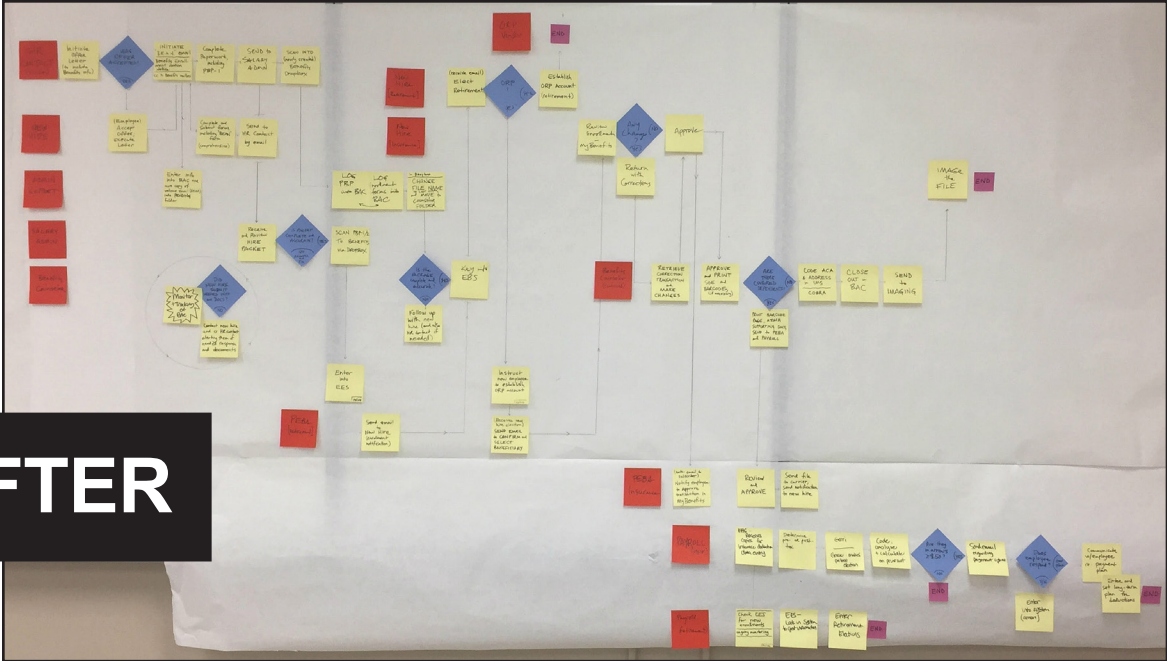Developed in two subgroups

Discussing clean-sheet redesigns

Current-state process

BEFORE

Future-state process

≈ 90-day

AFTER

Developing the future-state process

Key Improvements

Communication improvements

- Build out web pages/resources for new hires, to include clear guidance and additional information, documents, links all about benefits and enrollment

- Develop benefits verbiage to include in job postings

- Update standardized offer-letter templates to include benefits information

Example of **Benefits Fingertip Guide**

University of South Carolina
Benefits Fingertip Guide

Health Insurance:

Plan	SHP Savings Plan		SHP Standard Plan	
	In-Network	**Out-Of-Network**	**In-Network**	**Out-Of-Network**
Availability	Coverage worldwide		Coverage worldwide	
Annual Deductible	• Single - $3,600 • Family - $7,200		• Single - $445 • Family - $890	
Coinsurance	• Plan pays 80% • You pay 20%	• Plan pays 60% • You pay 40%	• Plan pays 80% • You pay 20%	• Plan pays 60% • You pay 40%
Coinsurance maximum	• Single $2,400 • Family $4,800 • Excludes deductible	• Single $4,800 • Family $9,600 • Excludes deductible	• Single $2,540 • Family $5,080 • Excludes deductible	• Single $5,080 • Family $10,160 • Excludes deductible
Physician's office visits	• No copayment • Plan pays 80% • You pay 20% • Chiropractic payments limited to $500 a year, per person	• No copayment • Plan pays 60% • You pay 40% • Chiropractic payments limited to $500 a year, per person	• $12 copayment • Plan pays 80% • You pay 20% • Chiropractic payments limited to $2,000 a year, per person	• $12 copayment • Plan pays 60% • You pay 40% • Chiropractic payments limited to $2,000 a year, per person
Hospitalization/ emergency care	No copayments for outpatient facility services or emergency care		• Outpatient facility services: $95 copayment • Emergency care: $159 copayment • Plan pays 80% • You pay 20%	• Outpatient facility services: $95 copayment • Emergency care: $159 copayment • Plan pays 60% • You pay 40%
Prescription Drugs	Participating pharmacies and mail order: You pay the State Health Plan's allowed amount until your annual deductible is met. After... the Plan...		Participating pharmacies only (up to 31-day supply) • Tier 1 (generic-lowest cost ... option) $0...	

Example of **Benefits information**

Benefits for State Employees

State Employees may be eligible for a variety of benefits associated with their employment. From a comprehensive health and dental insurance program, to generous annual and sick leave policies, to a solid and secure retirement system, the State of South Carolina offers a competitive benefits program for state employees. To learn more about the benefits of state employment, please explore the links below:

Healthcare Benefits

The State offers its employees a comprehensive health and dental program, along with a wide array of supplemental insurance programs. South Carolina has long been committed to providing its employees the best possible insurance benefits at the greatest possible value. We've maintained that commitment, too, even in the face of healthcare costs that continue to soar.

Retirement Benefits

In addition to our health and dental insurance programs, state employees are offered a generous pension program with options that can be tailored to meet employees' needs. South Carolina offers a traditional pension program, as well as the Optional Retirement Program in which employees have more control over their retirement investments. These

Web pages and other information-al resources

Pre-Entry

• Link under HR home page
 - Why be a Gamecock?

New employee Guide - revamp "Explore Your Benefits" - Separate page from Benefits - Current employee page - Short & to the point. → w/short explanations
 • Hyperlink to other benefits broken down
 • Hyperlink to B.E.A.N.
 • Total comp calculator "Big Picture"
 • Explanation of deadline - 7 days/31 days

• Additional
 • Benefits FI on Job Postings
 • 2 FI's added on offer letters
 • Expand Interviewing Selection training to include Benefits overview
 • Include quick overview in USC Orientation

## Benefits Enrollment Roadmap

- Engages HR Contact <u>and</u> informs new hire at the very start of the process

- Information <u>and</u> checklist – Identifies key players in the various steps of the process

- It sets expectations and prompts action

- Action-oriented and interactive

- All-in-one collection tool – makes clear what info and docs new hire needs to provide, and by when
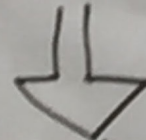
Benefits Enrollment Roadmap

Subject line: New Hire Name ~~Action Required~~ ~~Benefit Enrollments~~ Connect to Carolina benefits
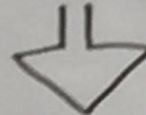
Cc: Benefits @mailbox.sc.edu

Body:

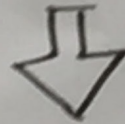Roadmap to Enrolling in Health (Insurance) Benefits
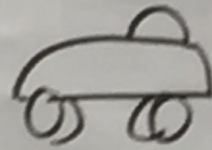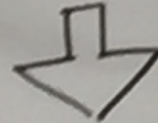
🚗 Connect to the New Hire...

⬇

Make a decision

⬇ Insurance

Complete ~~Benefit~~ Enrollment Form

⬇ supp't docs guide

Deliver documents to Dept. HR Contact

⬇

Approve enrollment in MyBenefits

"High-touch" enrollment track

- A **consultative** approach with a "high-touch" process for new hires who will likely require additional guidance (e.g., international new hires, US citizens working in other countries, other special situations)

- Ensures additional guidance and support through closer **interaction**

- **Collaborative** approach:

  - Interpreters might be needed

  - Working with divisions that might have the needed expertise

  - Collaborating with the International office to initiate actions where this consultative new-hire approach will be needed

- **Outreach** to divisions via site visits

Key Improvements continued

Guidance for HR Contacts

- Develop a clear standard operating procedure (SOP) for HR Contacts showing the step-by-step process

- Develop training for HR Contacts

Technical improvements

- Modify BAC to support new process flow

- Create an enrollment dropbox for docs/forms from new hires

- Get access for Benefits to payroll deductions

PEBA Communications

- Communicate with PEBA on enhancing email correspondence regarding insurance to eliminate duplication

- Communicate with PEBA regarding consolidating retirement communications from 4 emails to 1

Additional Communication Improvements

- Develop verbiage for VIP site to communicate that insurance info is no longer at VIP – is now at MyBenefits

- Eliminate IMS screen (dependents)

Communication Plan

	LEAD	START
Benefits Standardized Training Process for HR Contacts – Live & Webinar – Recorded	Jennifer McKay INVOLVED Ro Kelly Nich Elzy June Lewis Nathan Strong	ASAP COMPLETE Sept. 15
Benefits Memo • HR Contacts • Senior Leadership	Ro Kelly INVOLVED	START 9/1/16 COMPLETE
Develop Sharepoint for Process Improvement Team	Jennifer McKay INVOLVED John Waters June Lewis Jennifer McKay Felicia Paxton	START 8/1/16 COMPLETE
Internal Meetings w/ Benefits & Payroll w/ project plan and deadlines	Ro Kelly INVOLVED Benefits Staff Initial Meeting Payroll Staff Senior Leadership	START 8/1/16 COMPLETE
Communication w/ PEBA about requested changes	Ro Kelly / Caroline Agardy INVOLVED PEBA	START 8/1/16 COMPLETE

Benefits

SIMPLER and FASTER

- Fewer steps
- Fewer points of entry
- Elimination of multiple approvals
- Less follow-up, less circling back

BETTER

- Benefits information and guidance moved to the front
- Greater up-front accountability among HR contacts and new hires
- Fewer employees being paid late

LESS COSTLY

- Eliminates nearly all paper

Scorecard

MEASURE	CURRENT	FUTURE	% REDUCTION
Steps	100	56	44%
Handoffs	28	14	50%
Loopbacks	12	5	58%
Decision Points	22	9	59%
Delays	15	6	60%
Start-to-Finish Process Time	32 days	20 days	38%

NextLevelWorkplace.com/**UofSC**   password = **garnet1801**

Next Level Workplace

Home   About »   Tools   Training »   Keynotes   Blog   Contact

search

Protected: Resources for the University of South Carolina

Process improvement in action:

Streamlined process for granting access to student information systems will strengthen service, guidance, and controls

• The new process will have just 14 steps, compared to the current average of 43 steps. (67% reduction)

• Time-consuming loopbacks in the process will go from an average of 7 to a maximum of 2. (71% reduction)

• The new approach eliminates 11 downstream decision points, because needed request info will be received early in the process. (85% reduction)

• The leaner process will free up an estimated 525 staff hours per year for other work.

PROCESS IMPROVEMENT EVENT

UNIVERSITY OF
SOUTH CAROLINA

Access Granting Process
June 20-21, July 21-22 – 2016

Download a one-page fact sheet • Download the team's presentation visuals

Development Timetable • 1 page • Project Plan, May 2016 through January 2017 (revised version posted July 5, 2016)

Improvement Project Roadmap • 1 page • Prep, Project, Implementation

Process Improvement Project Charter • 6 pages • Fillable/Savable PDF

Process Improvement Project Event Overview • 1 page

Process Improvement Project Daily Agendas • 5 pages

Recommended Room Layout for Process Improvement Events • 1 page

NEW High-Potential Improvements • 1 page

THANK YOU

USC Division of Law Enforcement & Safety

Sponsor:
Caroline Agardy, Associate Vice President for HR Programs and Services

Staff:
Christina McCormick – Project Logistics
Jennifer McKay – Project Data
Nathan Strong, Nick Elzy – HR

Customers:
Jason Boryk – IT Consultant II - UTS
Jennifer McCormack – Alumni/Development Manager II - Director of Development

HR Liaisons:
Susan Herndon – UTS
Pam Young – Darla Moore School of Business