

Clear Vision, Clear Results: Transforming University HR Processes Through Value Stream Mapping

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When processes slow down, complexity and waste multiply: Team members get pulled into endless status updates, data grows stale and needs refreshing, and scope creeps inexorably outward.

But what if there was a better way?

How we got here

Ahead of Tomorrow - Strategy 4:

"Make our processes clearer, simpler and better than any other university"

Academic Hiring Improvement Project

Takes too long

Prone to errors

Process &
accountabilities
unclear

Lack of visibility

Where we started

- Voice of the client interviews/focus groups

We've lost TOP candidates to other opportunities because of the inefficiencies of this process

The current process creates a negative first impression for a new faculty member

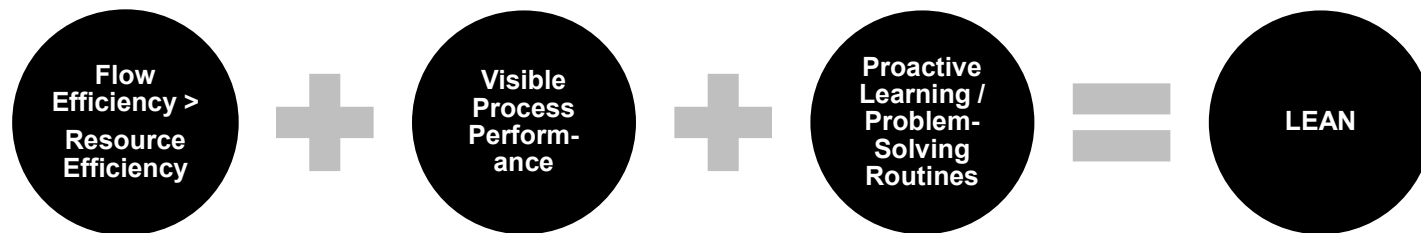
Once paperwork is submitted to HR, it's like a "black hole"

We've focused so much on our part of the process; we didn't realize how much waiting there was in other parts

- Formed Project Team and provided them with Lean training
- Held 5-day in-person workshop

What is Value Stream Mapping?

Lean: 3 Principles (HOW??)



Processes that flow across functional “islands”
vs
making each “island” efficient, but not making the end-to-end process flow

Everyone knows the score – at a glance
vs
working in the dark, unable to see end-to-end process performance across the islands

Routines built into the work to solve problems and experiment proactively
vs
Firefighting only, “all-in” bets, little learning of what works, repeating old mistakes

Faster, better, more capacity, with inspired people who continue to improve as part of the work

**How University of Calgary teams used
Value Stream Mapping to shine a light
on process bottlenecks and hidden
inefficiencies**



Value Stream Mapping Example

Placing an order

Bread and cheese selection

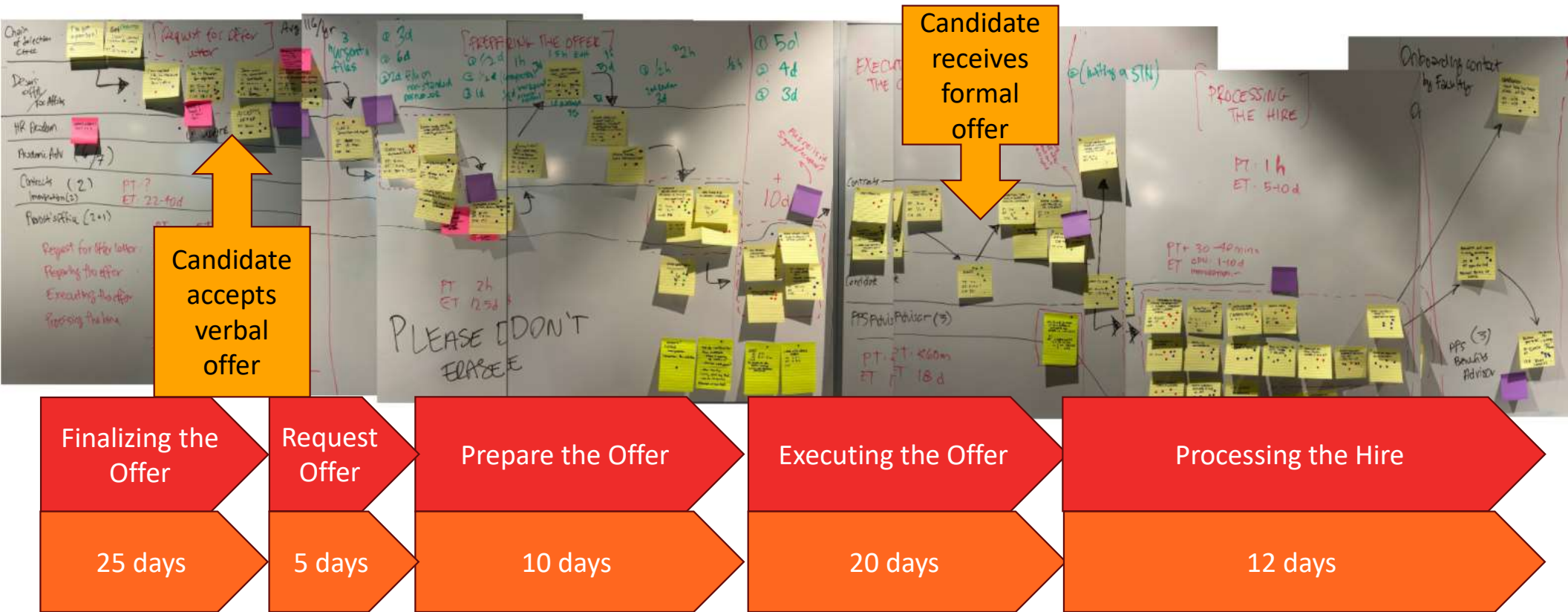
Toasting

Toppings, sauce, S&P

Processing the payment



Current State Process



Clear Vision

- Theory on next steps/approach
- Root causes – importance of getting it right to ensure we are solving the right problems



Improvement Experiments

Experiment #1: Guardrails

- What we did:
 - Data analysis of non-standard items and submitted proposal to Provost with recommendations
- Impact:
 - 75% reduction in non-standard requests
 - Saves ~ 8+ back and forth emails and a minimum of 5 days elapsed time
 - Reduction in overall Provost approval turnaround

Updated standards provide clarity and strengthen Deans' negotiating power.

Improvement Experiments

Experiment #2: Visibility

- What we did:
 - Launched a central tracking tool for all academic appointments and provided view access to key contacts in all faculties
- Impact:
 - 90% reduction in status update inquiries
 - Within first day of launch, received missing details for multiple hires that had been sitting for days pending input from Faculties
 - Enabled tracker to measure time at each step, providing much needed objective data

On demand status updates allow me the ability to be more proactive.

Improvement Experiments

Experiment #3: Tools to Improve Submission Package

- What we did:
 - Created resources for Leaders (e.g. Verbal Offer Checklist)
 - Revised and amalgamated hire forms
- Impact:
 - Improvements to negotiation process
 - Reduced duplication within hire forms - removed data that can be obtained from other sources
 - Complete & accurate percentage increased from ~30-40% to 90%

Appreciate having the clear-cut tools for offers as well as a reminder of everything that needs to be discussed to ensure details aren't missed.

Cultural Impacts

- Empower employees to talk about problems / put visibility on solutions
- Embrace experimentation process (vs “process is too big/complex, we can’t change it”)
- Changes come from the people doing the work

Questions?

