World Class Glasgow – Process Improvement Approach
World Class Glasgow Transformation Programme - Vision

The University of Glasgow is a world-class, world-changing place of higher learning. From our ground-breaking research to our enviable reputation for outstanding teaching, we pursue excellence in everything we do. However, the environment around us is changing – globally, higher education has never been more competitive; to retain and improve our position among the world’s top universities, we need to address every aspect of our business and ensure that our systems, processes, infrastructure and facilities are as good as they possibly can be.

Over the next 10 years we will invest to transform our campus. This is a historic opportunity for Glasgow to lead the way: to create a world-class environment where staff and students can discover and share knowledge that can change the world.

With the full engagement of staff and students helping to define the services they require, we will effect step-change improvements in a range of business processes with the aim of becoming leaner and more agile, by enhancing efficiency and effectiveness, removing duplication and waste, and maximising use of new technologies. By doing this we will improve the university experience for students and staff.

We will use the talents and dedication of staff at all levels in helping us define and implement programmes to empower everyone, enabling everybody to maximise their potential and to make a much greater contribution to the success of the University. This will involve an unambiguous commitment to high performance, team-working, personal development and delegated decision-making as one university working together.

Great people supported by great processes and great communications will lead to world-class outcomes and world-class experiences for our staff and students.
Lean Methodology - Defining Value

- Activities that convert process inputs to outputs, creating value.

**Objectives**

- **Eliminate** Waste
- **Reduce** Necessary Non-Value Add
- **Maximise** Value Add
The 5 Lean Lenses provide a holistic approach to Continuous Improvement across business areas.

**Purpose**  
Focus on the outcomes. Map the user experience. Understand expectations.

**Process Efficiency**  
Focus on maximum impact: deliver what our students and staff want, when they want, to the quality they want and nothing else  
- Process streamlining by removing waste, variability  
- Standardisation  
- Capacity management

**Performance Management**  
Delivering on outcomes is continuously monitored/improved, in a structured & focussed approach  
- Pragmatic KPI’s  
- Visual Management  
- Systematic Root cause Analysis

**Mindsets & Behaviours**  
People work together to put our students and staff at the heart of the organisation  
- Team common vision  
- Best practice  
- Lean management & role modelling  
- Link lean behaviour to appraisal and rewards

**Organisation Design**  
Making sure that the right people in the university are undertaking the right activities and are based in the right teams.  
- Operating model design  
- Service proposition defined by purpose  
- Activities completed at appropriate level

Lenses can be applied in totality or as separate modules, depending upon what leaders want. It is however recommended that all lenses are applied on larger, more complex deployments to leverage the most benefit.

Purpose is at the heart of the approach. It defines what the outputs of the process are, and because of this we can accurately define what is value add and what can be defined as waste.
A typical 5 lens deployment can comprise of the modules below.
Want to find out more?

Contact the Continuous Improvement team at world-class-transformation@Glasgow.ac.uk