

Based in Glasgow, ICS provide distance learning qualifications to approximately 26,000 students per year. The company has a long history dating back to 1890 and is the world's largest and most experienced distance learning organisation.



### Lean Team

Helen Maytum – Head of Marketing

Emma Deakin – Head of Quality Assurance

Margaret McLuckie – HE Programme Manager

Elaine Fraser – Accounts Manager

### Lean Project Objective

To improve the overall tutor recruitment process

### Process Mapping

At the beginning of the programme the team mapped out the recruitment process which proved problematic as there was no clear process being followed. Throughout the mapping exercise, the team quickly realised there was a constant lack of checks and monitoring leading to low student satisfaction scores.

The team went on to create spaghetti charts to highlight the complexity of 'flow' or 'lack of flow' within various interventions. A Gap Analysis was produced which demonstrated issues with the follows:

- Sourcing of tutors
- Job descriptions
- Back-up tutors
- Filing of CV's
- Telephone interviews
- References, certifications and CRB checks

- The process of making offers
- Contracts
- Prerequisites for direct learning courses
- A lack of a probationary period
- A lack of inductions
- Outdated tutor handbooks
- Poor or non-existent tutor networking

### Implementing a new Lean process

As the team analysed their findings they became highly motivated in creating the opportunity for change and improvement. The team began to create actions across the group which could be taken back to the workplace to address many of the issues highlighted above.

A new tutor recruitment process was documented and is now in the process of being introduced across the business. New tutor contracts will have been created by the end of Q2 2011 with improved service level agreements. The team have almost completed a new tutor handbook which will be introduced within a short period of time.

### Business Benefits

- Better communications to enable tutors to enhance their service to students
- Increased student satisfaction
- Better realisation, more course completions and higher brand awareness
- Elimination of wasted time

### Sustainable benefits of "Lean"

In the reduction of paper work alone within the recruitment process, the team have already seen a reduction in CO2 emissions of 0.03 tonnes. This will encourage further CO2 reductions in other aspects of the business.

### On-going Lean Thinking

Customer satisfaction surveys have now been given a higher profile which will allow ICS to measure service level agreements with tutors for continuous improvement. This will be challenging as with all changes there is resistance from within however good engagement has already been secured with tutors. The team identified further opportunities outside the project scope which have been documented and will be addressed in the future.

"Incorporating "Lean Management Thinking" has made us positively evaluate processes which will strengthen our core procedures which in turn will facilitate business growth."