Raising the Bar – closing the gap from admission to offer for Melbourne Law School

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The Service Improvement team

Lean, Agile and Six Sigma approaches
Robotic Process Automation
Cross-discipline teams across the University
Fit-for-purpose solutions
What we heard?

We’re taking the first offer we get

There are so many steps in the process and we use so many systems just to process one application!

I want to teach the highest quality students
The objective to improve administrative processes and reduce application processing times for Melbourne Law Masters to 30 days, and increase the efficiency of Juris Doctor application processing by 20 per cent.
The Journey
Understanding the High Level Process
Value Stream Map
CAR PARK

- Biz - Report split into TD/MU/M?
- Large # of withdrawals due to run out of $SP? JD (manual)
- Agent - Do they get a commission if the student accepts offer?
- Include burglary in offer letter? Email sent previously?
- Scholarship
  - Admissions
  - How to access, certify, how to apply
  - Benefits
  - Prioritize, rigorous application process
- Financial aid:
  - Need based, merit based
  - Eligibility
  - Apply by
  - Deadlines
- Academic recommendations
  - By topic

SERVICE IMPROVEMENT
CREATING A CULTURE OF CONTINUOUS IMPROVEMENT
Understanding the root cause

Why does JD application process so long

Key
1 vote
2 votes
3 votes
4 votes
## Identify & Prioritise Solutions

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<tbody>
<tr>
<td>1</td>
<td>Add LSAT questions to eApps</td>
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<tr>
<td>2</td>
<td>Bulk offers via CiA</td>
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<tr>
<td>3</td>
<td>Create better excel spreadsheets for summaries</td>
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<td>4</td>
<td>Create deadlines for finalised applications on eApp</td>
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<td>5</td>
<td>Create online GAMs form</td>
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<td>6</td>
<td>Develop business rules for fee types based on historical data for CSP places</td>
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<td>7</td>
<td>Full fee offers on a rolling basis via CiA</td>
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<td>8</td>
<td>Generate summary from CiA</td>
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<td>9</td>
<td>Remove CSP option from eApps</td>
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<td>10</td>
<td>Single source of data/ Remove multiple sources</td>
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<td>11</td>
<td>Summarise applications in CiA</td>
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<td>12</td>
<td>Switch off deferrals for Juris Doctor programme</td>
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<td>13</td>
<td>Training for staff on offer letters</td>
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<td>14</td>
<td>Training for staff on summarising applications</td>
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<td>15</td>
<td>Training for Triage staff (to stop incomplete applications)</td>
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<td>16</td>
<td>UoM results available in CiA</td>
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<td>17</td>
<td>Use referrals in CiA for Academic assessment</td>
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### Graph

- **University Value:** High Value
- **Low Value:** Service Improvement: Hard to Implement
- **High Value:** Service Improvement: Easy to Implement

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**SERVICE IMPROVEMENT**

Creating a culture of continuous improvement.
Establish Operating Rythym
Set up project team and complete discovery

Rollout of academic referral functionality in CiA

Refine country-specific academic guidelines

UoM results available via CiA

Adding LSAT questions to eApps

Creation of Boticelli – the Law bot

Train triage team

April          June          August          October
Robotic Process Automation

- **Download**
  - Download Statement of Results and upload to Admissions System for JD applicants
  - (Average Handling time 7mins)

- **Download**
  - Download Pre-Assessment Report for JD applicants
  - (Average Handling time 108 hrs)

- **Download**
  - Download Application Summary and any supporting documents for JD applicants.
  - (Average Handling time 7mins)

- **Combine**
  - Combine Application Summary and supporting documents for JD applicants
  - (Average Handling time 5mins)
So what?

• Reduction in effort of processing Juris Doctor applications by 40%.
• Reduction in Masters application time to 17 days.
• System generated summaries for 700 applications
• Simplified application process with the removal of unnecessary requirements
• An increase in academic stakeholder satisfaction with the selection process
Events After

- Download of statement of results rolled out to Uni wide (annual volume 16,000)
- Download Pre-Assessment Report for Masters applicants (annual volume 2270)
- Download Application Summary and any supporting documents for Masters applicants (annual volume 2270)
- Work in progress to roll out Pre-Assessment report for remainder of faculties
- Work in progress to provide remainder of faculties a standardized way of viewing Application summary and supporting documents
Lessons Learnt

• Not all solutions that you implement will work
• Setting expectations upfront helps get the buy-in from the teams and the stakeholders
• Make it fun, be creative
• Showcase achievements
Questions?

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