

**Business Process Monitoring with Cycle Time Optimization
and Staff Intensification Scheduling
at Standard Chartered – Scope International Pvt Ltd**

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Comments by the Faculty

This is an internship project conducted at a service organization by the intern where the set up and the work atmosphere is similar to an IT/ITES organization. The work culture is characterized by higher education level of the employees, a knowledge intensive environment, scope for a dynamic leadership which is conversant with changing perspectives and the openness required to adapt to the changing environment.

The intern, Mr MVS Krishna, a PGDM student at SDMIMD has taken up this project under the broad heads of Productivity Analysis of Current Work flow, Cycle Time Validation, Staff Intensification Scheduling and Business Process flow Re-design. The overall objective is to have a re-look at the entire process from end to end such that the productivity and output see a positive change.

As we see the methodology of carrying out this project as suggested by the intern is exhaustive and covers most of the aspects concerned. It is seen that the intern has made use of the relevant software packages to give a shape and obtain results in the desired form, effectively. The stated objective and the basis of traverse in achieving the objective are clear.

Further, it may be seen that the intern has gone into the details of Time and Output measurement, the stated Goals of the organization and suggesting re work of the same, staffing functions, constraints and assumptions.

This project report may be adapted for similar service organisations with relevant modifications and be used as a guideline for enhancing effectiveness of the organization. It is important to mention here that the openness to change displayed by this SIP organization in awarding such a project to an intern is the key for a result oriented change management regime and is wholly dependent on the top leadership of the organization.

It is also evident that the intern has made use of the management theories and concepts which he has studied during his general management courses of PGDM as well as the Systems tools. This project can be seen as an example of application of management study in the work environment.

Prasad S N

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About the Organization

Banking Operations at Scope International comprises the core operations component of Consumer & Wholesale Banking Operations. Consumer banking provides transaction processing in the areas of Secured and Unsecured Lending, Wealth Management and Private Banking Hub Worldwide. Wholesale Banking covers services in Trade, Payments, Credit Operations, Message Centre, Payments & Securities Services, Foreign Exchange, Money Markets, Fixed Income and Derivatives. These functions directly cater to the operations requirements of Standard Chartered Bank offices worldwide, supporting some of the largest front offices and dealing rooms located in all major financial hubs of the world. The unit in Chennai is the largest support center of the Bank's network.

Work Done at Business Excellence Domain

Business excellence is the systematic use of quality management principles and tools in business management, with the goal of improving performance based on the principles of customer focus, stakeholder value, and process management. Key practices in business excellence applied across functional areas in an enterprise include continuous and breakthrough improvement, preventative management and management by facts. Some of the tools used are the balanced scorecard, Lean, the Six Sigma statistical tools, process management, and project management. Management is all about the utilization of time and space using the optimum level of resources in the process.

The main objectives of the business excellence division are as follows:

- Smoothing the business and execution process in any department to maintain the flexible atmosphere
- By knowing the turnaround time and calculation of execution time forecasting the demand for the optimization of cycle time
- Calculation of Productivity: Monitor and quantifies how an employee uses the resources it has available, by relating the quantity of inputs to output
- Reduction of excess communication between the managers and team members

Relatedness of Domains in the Work

The process flow includes the task switching for an employee. And there is a remarkable waiting time which forcibly impacts their productivity. This project makes the intense utilization of staff. This report is the combination of four phases that includes the calculation of productivity of the employee as the first phase and the next two phases help in improving the productivity

and the final phase monitors the implementation of improvement. Since every task has a cycle time or takt time for the implementation or processing the report/task. Every other employee will take different comfort cycle time for the completion of the report or task. In the second phase we are going to arrive at the optimum cycle times that satisfy all the employees' cycle times which minimizes the differential rate between their on-floor time and work time. With the help of cycle times for that tasks or reports the allocation of staff in different stages can be done by minimizing the breach. Putting it in a different way, with the help of this procedure we can easily identify how many employees will be needed for the completion of a particular job with respective cycle times. And the output of the third phase also includes the timings for the employees about his/her tasks to perform in that particular period of time. This reduces the interaction time with the immediate manager and every employee can know his/her next job and can be alert of it without a go ahead from the manager. And the final phase serves the manager to keep track on all the reports that was created. This sub routine helps the manager with a creating interface of the report where the employees in his team will be accessible to update their respective completion dates and follow-up dates which give their report status. So this helps a manager to get a quick glance on status of all the reports.

Phase-1: Productivity Analysis of the Current Work Flow

Measurement of Output:

Before measuring the average output of workers, we need to select a unit of measurement. Companies would rather use the number of goods produced. The unit chosen must be unique for the entire calculation.

Measurement of Time:

Before we can calculate productivity, we must first decide on a time length for use in your calculations. You could choose 1 week, 1 month, 1 year, or even 1 decade-or any time length in between. The shorter the time length, the easier it will be to calculate, but the results will be less accurate. The time chosen here is 1day.

Determine How Many Man Hours Were Spent Working in the Time Period You Decided

The Estimated Worker Productivity

This calculation is done by taking the amount of output produced in your decided time period and dividing it by the number of man hours spent working on your project in that same time period. The resulting figure will be a description of labor productivity in the units you chose.

Phase 2: Cycle Time Validation

Business Case:

For the implementation of new process flow there is a change in the cycle time in the process. Assume that the existing cycle times have high variation across the departments / teams.

Problem and Opportunity Statement:

The new / changed cycle time can be calculated by the collection of sample of cycle times (about 100 samples) and with the available time and the utilized time the error can be minimized by changing the cycle time for each product / report.

Goal Statement:

With the help of Microsoft Excel-Macros and Microsoft Excel-Solver function the generalized format for optimization of cycle times can be generated.

Project Scope, Constraints, Assumptions:

The scope should include the cycle times of each member on each report and total available time for the given time period and the completed resources in the given time span.

Phase 3: Staff Intensification Scheduling

Business Case:

Now there is a change in cycle times as errors are minimized. And the next part is scheduling within all the stages and with all the staff available per each stage influences in increasing the productivity.

Problem and Opportunity Statement:

There is different number of products with different number of stages with different number of staff hence the generalized scheduling algorithm that allocates the resources available minimizes the breach.

Goal Statement:

With the help of Microsoft Excel- Macros we can get the initiation time of the product and the cycle time of product carried from the previous phase. The timings of allocation of staff will be handled by the user to customize.

Project Scope, Constraints, Assumptions:

The scope should include the details of product with its stages, staff and the cycle times that can be carried from the previous phase. The possibility of the allocation is within a day itself (i.e., 24 hours). Suppose if turnaround time is 3 hrs, anything beyond 3hours is considered as a breach.

Phase 4: Business Process flow Redesign

Business Case:

If there are different process flows for different departments across the organization and there is no glance for the manager to monitor the state and stage of the report.

Problem and Opportunity Statement:

The common factor between all the departments is the creation and working on created reports and maintaining the record of the completed reports with their due dates and completed dates with report details.

Goal Statement:

Create a structure that generalizes the process flow with unlimited selection of report count, duration of report and generation of due date with the help of Microsoft Excel- Macros

Project Scope, Constraints, Assumptions:

The scope should include the details of report and the regular submission of report along with its due date durations, total number of follow-ups and escalation date. The escalated/ the completed reports have to be archived into the specified data storage area.

Deploying the above process in an organization will give the following results:

- Increases the productivity of employee
- Reduces the amount of breach
- By trial and error method a manager can know the exact number of team members required for the scheduled work.
- Smoothens the process flow with allocation of task to each employee at the start of the day itself
- Reduces the communication between the employees and manager
- Gives ability to manager for quick assess about the task.

The main objectives of the business excellence can be achieved:

- Smoothing the business and execution process in any department in order to maintain the flexible atmosphere can be achieved by the implementation of the monitoring system for all the tasks
- By knowing the turnaround time and calculation of execution time forecasting the demand for the optimization of cycle time can be achieved by the implementation of the scheduling tasks to each employee
- Calculation of Productivity: Monitors and quantifies how an employee utilizes his resources that are available, by relating the quantity of inputs to output can be achieved by the implementation of the scheduling algorithm which assigns the tasks as soon as the employee gets free time
- Reduction of excess communication between the managers and team members can be achieved by the implementation of the monitoring system so that a manager can have a glance of status of each task.