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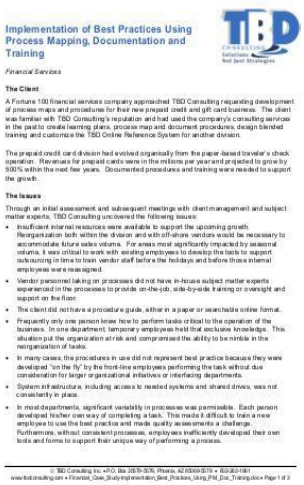

Implementation of Best Practices Using Process Mapping, Documentation and Training

Financial Services

The Client

A Fortune 100 financial services company approached TBD Consulting requesting development of process maps and procedures for their new prepaid credit and gift card business. The client was familiar with TBD Consulting's reputation and had used the company's consulting services in the past to create learning plans, process map and document procedures, design blended training and customize the TBD Online Reference System for another division.

The prepaid credit card division had evolved organically from the paper-based traveler's check operation. Revenues for prepaid cards were in the millions per year and projected to grow by 500% within the next few years. Documented procedures and training were needed to support the growth.

The Issues

Through an initial assessment and subsequent meetings with client management and subject matter experts, TBD Consulting uncovered the following issues:

- Insufficient internal resources were available to support the upcoming growth. Reorganization both within the division and with off-shore vendors would be necessary to accommodate future sales volume. For areas most significantly impacted by seasonal volume, it was critical to work with existing employees to develop the tools to support outsourcing in time to train vendor staff before the holidays and before those internal employees were reassigned.
- Vendor personnel taking on processes did not have in-house subject matter experts experienced in the processes to provide on-the-job, side-by-side training or oversight and support on the floor.
- The client did not have a procedure guide, either in a paper or searchable online format.
- Frequently only one person knew how to perform tasks critical to the operation of the business. In one department, temporary employees held that exclusive knowledge. This situation put the organization at risk and compromised the ability to be nimble in the reorganization of tasks.
- In many cases, the procedures in use did not represent best practice because they were developed "on the fly" by the front-line employees performing the task without due consideration for larger organizational initiatives or interfacing departments.
- System infrastructure, including access to needed systems and shared drives, was not consistently in place.
- In most departments, significant variability in processes was permissible. Each person developed his/her own way of completing a task. This made it difficult to train a new employee to use the best practice and made quality assessments a challenge. Furthermore, without consistent processes, employees inefficiently developed their own tools and forms to support their unique way of performing a process.

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