



Process Excellence Within a Major Financial Institution

■ ■ ■ ■ INTRODUCTION

NouvEON was asked by the senior leadership team of the Access Controls Department of a Top 5 U.S. banking institution to prepare and lead two workshops that were being held at the Banking Institutions location in Chandler, Arizona. The first workshop dealt with the issue of the high number of errors being detected by the Quality Assurance department. Quality Assurance is responsible for checking each completed access request from the Access Control Analysts. This was to be a one day workshop composed of a cross section of 20 Access Control and Quality Assurance representatives. The second workshop dealt with the audit results and gaps identified from a recent audit and remediation plan. Most of the opportunities were identified in the Certification Group of Access Control around manual certifications. This was to be a two day workshop composed of a cross section of 20 Access Control Certification and supporting Information Technology representatives.

■ ■ ■ ■ CHALLENGE

The challenge for the client was that there were several attempts to address these deficiencies in the past with limited success. Many solutions were formed and plans implemented but most fell short of the objectives. It seemed as though most of the efforts were not driven by the root causes of the issues but were being dictated by solution hopping. Another key challenge was the issue of prioritization of the action items identified. No clear cut strategy had been implemented to differentiate all of the “high priority” items. Typically, if all of the items are labeled as “high priority” than none of them are allocated the appropriate amount of resources.

“The root cause analysis and the prioritization of the action items were powerful. We appreciate the structured approach provided by NouvEON.”

- Senior Vice President Technology

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■ ■ ■ ■ SOLUTION

Process Excellence is a toolbox of very structured tools that can be used in various combinations depending on the situation that is presented. Using NouvEON supplied tools and methodologies, the Process Excellence Consultants assessed the three areas of opportunities and mapped out the individual approaches. The main tools to be used were the project charter, project status form, SIPOC diagram, value stream map, variable selection matrix, Ishikawa diagram, Pareto chart, box plot diagram, histogram, probability plot, and ultimately the PFMEA to create the risk ranked list of action items.

Cross functional teams comprised of client employees were created for each of the three opportunity areas and were lead by NouvEON process excellence consultants. Two Client employees were designated as change agents and were tasked to learn the tools as they were being applied. This would insure the methodologies were in place for follow up and continued application within the Access Control Group.

■ ■ ■ ■ RESULTS

Through the use of the Process Excellence tools and methodologies, over 80 distinct opportunities for improvement were identified and risk ranked. Forty-two of the highest risk opportunities were then assigned action items which included identifying an action item owner and setting time bound parameters for each. The most powerful part of the results was the fact that the action items were now being driven by the root causes of the issues and were being validated by the cross functional nature of the team. The additional help of prioritizing the action items by their risk factors provided a lasar like approach to the allocation of limited resources.

Overall, the Senior Leadership Team of the Access Control Group of the client truly found benefit in the structure NouvEON provided their teams and the engagement they were able to elicit from the groups. Everyone now had clear direction and spoke the common language of Process Excellence.

NouvEON Services Provided:

- Process Excellence
- Project Management
- Change Management
- Workshop Facilitation