

## **ORGANIZATIONAL PROCESS IDENTIFYING AND IMPROVING OF ISLAMIC AZAD UNIVERSITY SAGHEZ BRANCH STUDENT'S PRESIDENT**

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### **Abstract**

The present study aims to identify, fault finding and improving organizational processes of Student Assistance of Saghez Branch and is an exploratory and descriptive explanation survey. In The research with process and integrated view (helicopter view) all processes of Student Assistance will be identified, with software and maps IDEF a schematic model of organizational processes of Student Assistance is derived. In the next step, fault finding processes and activities related to them have been extracted using the EFQM and Workshops and meetings with staff and members of the faculty and students and also modeled of the top Azad Universities in Iran. And to improve in line with the strategy, mission and goals of the university practical suggestions provided. Then by extracting the relevant parameters of the process, practical programs and the periods of time to monitor and measure the parameters of the process to improve efficiency, effectiveness and the efficiency of the process was proposed.

**Keywords:** *process, process approach, diagnosis, a tambourine, process improvement*

### **Introduction**

Organization is a social phenomenon, which its components to achieve the goals (objectives) are joint coordinately. An organization must be managed in a clever way to achieve its objectives to maintain their survival against the requirements of environmental change and grow. Our era is the era of large and complex organizations, managers are familiar with the formation of the system and are also aware of how the organization is formed, changed and reformed (Carter McNamara, 2002). Such intelligent management requires knowledge of the processes and mechanisms of the organization. Here, the process approach to management urges to develop a clear understanding of the processes. To direct and control an organization, it is necessary that the processes be defined and clarified. And the success of an organization is the result of perfect implementation and management. Vice President of Student Islamic Azad University of Saghez, like many other organizations based on special frameworks has not exception from bureaucratic mechanisms of this problem. Process, is a series of activities that make one or more inputs (input) and one or more output (output) that

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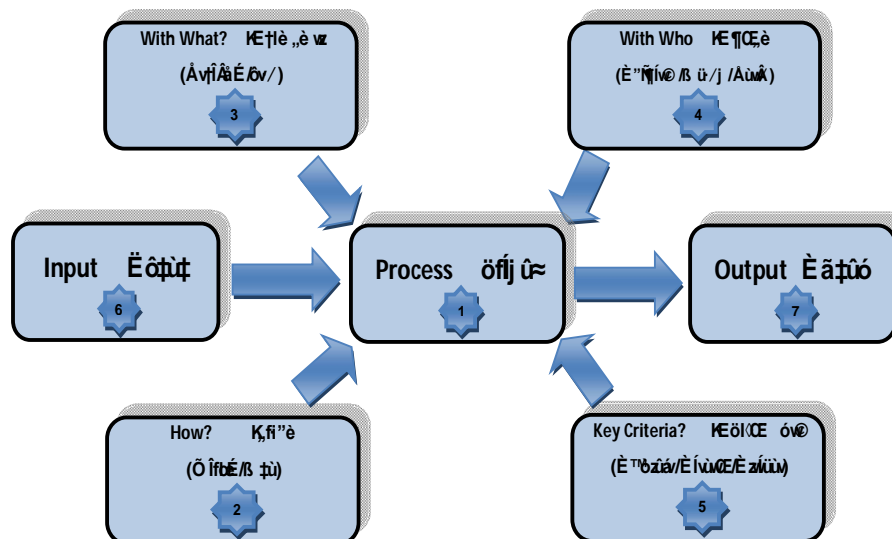
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is of value to the customer. In order for organizations to operate effectively, should identify and manage a large number of interrelated or interacting processes. Often the output from one process directly forms the input to the next process (Poorshams, 2005). Accordingly, different processes can have different titles, sub-systems and show off a chain of sequential processes. (Rahmanzade Heravi, 2003). The figure below illustrates the relationship between the sequences of processes.

Regardless of its management and level in organization, process management, is of the requirements of any system or organization implementation and effectiveness. Process management, appropriate to the situation of the organization, its responsible for a particular process is the manager in charge of the organization, director of strategic planning, group or team that is leading to a process or processes and the like. (Rahmanzade Heravi, 2003). As noted in the individual or unit one who is responsible for process management, is called process owners.

A process is going to be implemented effectively four basic questions should be posed in the form of a graph called the turtle diagram. (Armal, 2003).

Figure 1: processes turtle Diagram



Diagnosis process of identifying the symptoms of the problem, finding the underlying causes and suggest solutions for effective problem solving (Jalali, 2008). Models are led to improve our understanding of organizational behavior also models help to classify information about the organization. And lead to better interpretation of organizational data. It is important to create a common language models (Howard, 1994), fault finding models are among the main components of the organization and detect the relationship between them in order to understand the purpose of the change. (Nebojsa, 2010) without the use of models to guide the collection and interpretation of data, it is possible fault finders affected from their own feelings and analysis attempt to collect data.

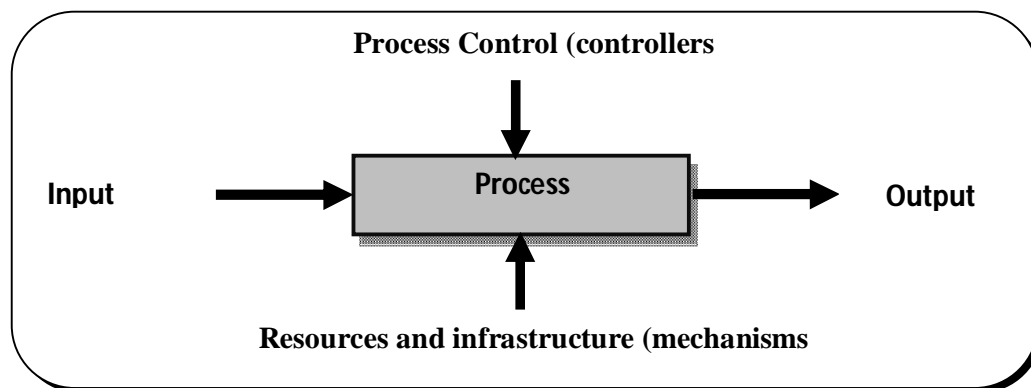
The most famous models used in the fault finding can be listed as follows:

1. The force field analysis (French & Bell, 1995; Fuqua & Kurpius, 1993)
2. Model Leavitt (Leavitt, 1965)
3. System Analysis Likert (Likert, 1967)
4. Open systems model (Katz, D. & Kahn, (1978).
5. Weisbord's six box model ((Falletta, 2008.
6. Scaling model for the analysis (Nadler & Tushman, 1980)
7. Model 7 .S. Mackenzie (Peters & Waterman, 1982).

8. Tichy's Technical Political Cultural (TPC) Framework (Tichy, 1983).
9. High-performance programming model (Nelson & Burns, 1984)
10. Individual and group behaviors Fault finding (Harrison, 1987)
10. Burke-Litwin Model of Organizational Performance & Change (Burke & Litwin, 1992)
11. Star schema Galbraith (Galbraith, J. 2002)
12. Molecular model (Robin, 2003).
13. Falletta's Organizational Intelligence Model (Falletta, 2008.)
14. Model EFQM (Baghbani, 2011)

Nowadays, IDEF0 is applied for documentation, understanding the process, design, analysis, planning and integration. (Andy Johnson, 2009), based on this standard text, using IDEF0, hierarchical model of diagrams and definitions can be created by the information they refer to each other reciprocally. IDEF0 is used to build the construction of functional model, IDEF1 for making information models, and IDEF2 for building the dynamic model. Number of extensions is not limited to these numbers and will continue to 18 levels (or 14 levels). Now, IDEF0 process is more generally used to build models of communication (Rahmanzade Heravi, 2007). Figure below shows the model of IDEF0 at zero level. Similarly, the structure of the model should be replicated to the lowest levels. In other words, in this standard, at drawing every level of the process, a child like the mother, with the figure of the same data, is born. (Rahmanzade Heravi, 2007).

**Fig 2: General model of IDEF0**



### **Methodology**

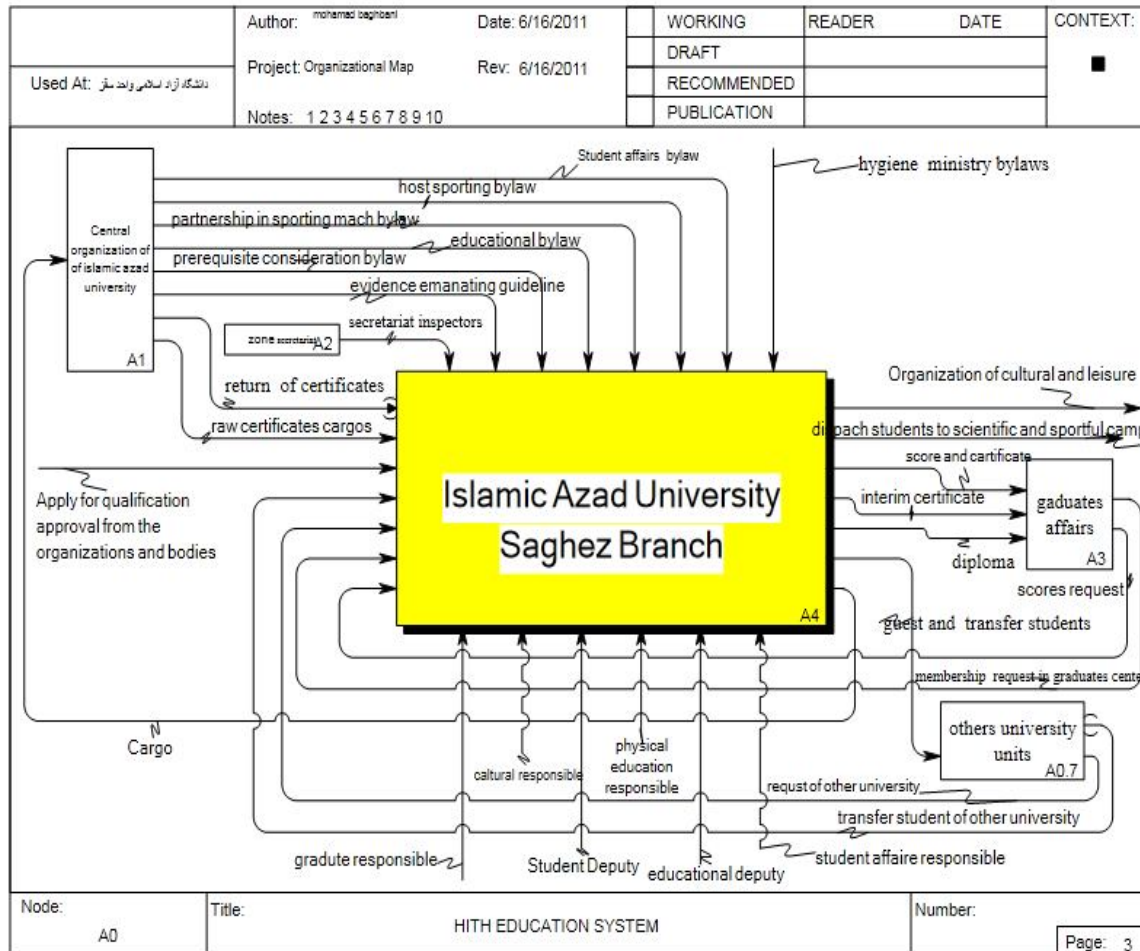
In this research, after several meetings with members of the Executive Committee and the staff of the Student Assistance of Saghez Branch, we identified All existing processes and the turtle model processes accurately extracted from them by the software MODELS IDEF0, and in another meetings were reviewed and revised Ultimately, the result of these actions resulted to extract an organizational plan for all existing processes as the below samples.

After the mapping process, fault finding using check lists and questionnaires related to the process of the EFQM model and by interviews and workshops, as well as a benchmark to compare with the Islamic Azad University of Varamin was extracted and by comparing the current situation to the desired position, strategies for improving processes were presented. And also for the University's staff to have the overarching vision and helicopter view to the current status of their processes, Organizational processes map was printed in large size And was installed at student assistance office for the staff to be exhibited forever so that The process is institutionalized attitudes among them.

### Processes Map of Saghez Branch

The following figure is an example of processes mapping of Saghez Branch student Vice-president Processes with emphasis on the current status of the student with turtles model and the IDEF0 software. For the extraction of processes map according to the logic, IDEF0 iGrafx 2011 software is used.

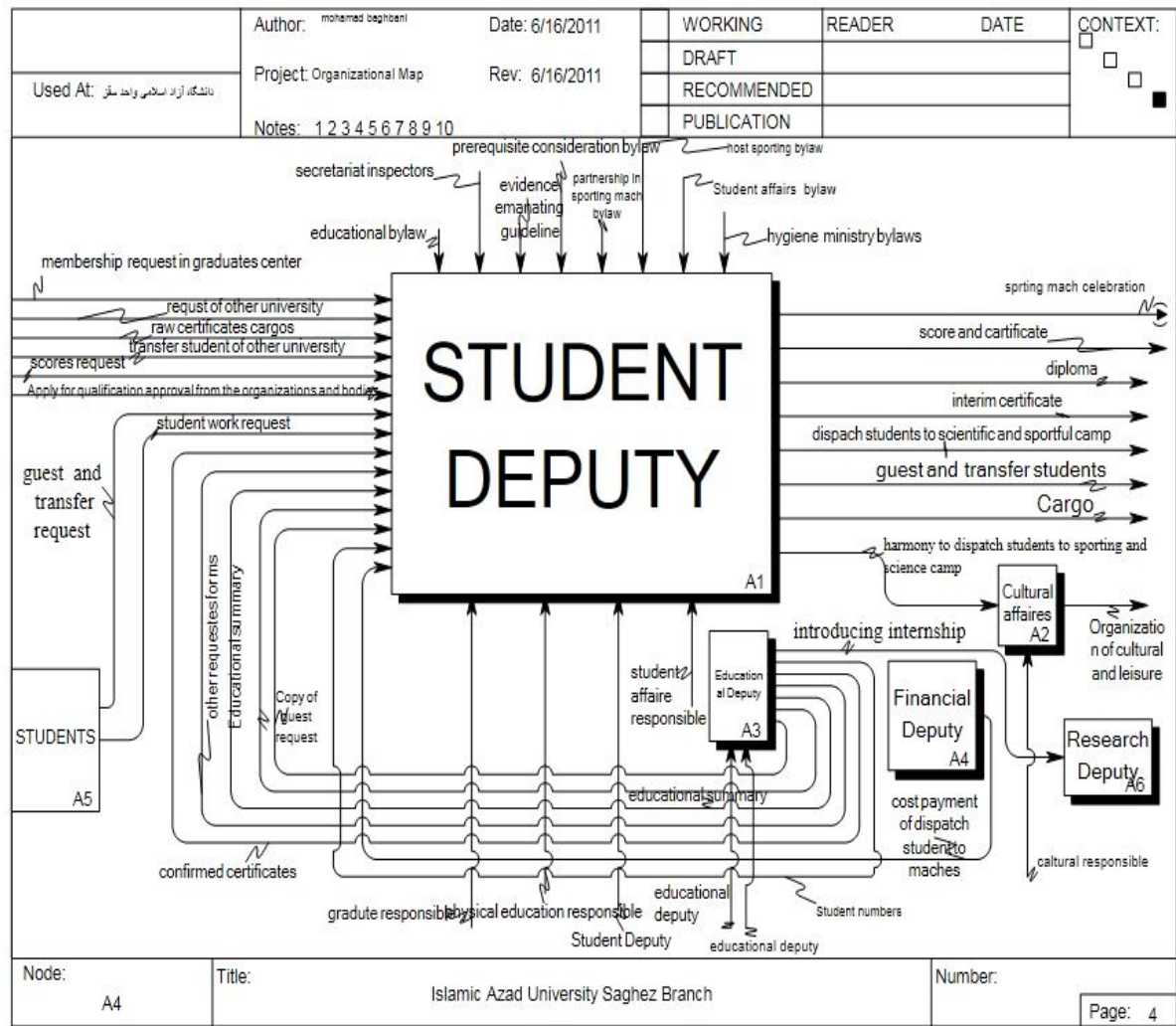
Figure 7: IDEF model of Saghez Branch



### Diagnosis of Saghez University

In this study, after identification of organizational processes and providing all the details according to the Turtle model, and develop a plan to determine the transposition and application of organizational processes using IDEF0, In order to create understanding and companionship between managers, officials and experts and their participation in the various stages of the process of diagnosis and more effect of made decisions, A team of experts was formed consisting of Directors and the task of organizing, directing and coordinating activities related to the diagnosis project was put on their burden. Finally, according to the EFQM Model, 50 process and organizational faults extracted and after the classification about 18 major complications were identified, at the next step for each condition and institutional weakness, mechanisms were presented and after discussion among team members, the best mechanisms were selected.

Figure 8: IDEF Model of Student Assistance of Saghez Branch



### Student Assistance Process symptoms of Saghez university

- Lack of complete and comprehensive format for the Deputy of Education and Student reporting
- Failure to identify and documentation of the processes
- Lack of monitoring and evaluation system and process indicators were identified and compiled programs and action plans for their improvement
- Lack of system vision and the lack of organization and flowcharts map with mentioning the registration process, student loans, discounts, graduation, course selection and ...
- Uncertainty of the whereabouts of student records place
- Student Assistance Lack of organizational and strategic map
- sending files to the graduation office at the time of graduation, and cutting out any connection with the case of graduate education and training archives (in Saghez university the case is better than other units)
- Lack of attention to the improvement of the general physical education and its impact on the vitality and health of students and the absence of a directive in this area
- The lack of physical education per student cost

- Lack of student publications
- Inability to pay attention to student hubs
- Lack of Automation of records and correspondence
- Lack of student manager
- Lack of coordination during the disciplinary committees
- There is not library in the dormitory
- Lack of compiled Job ID
- Lack of good Archives for Regulations and Circulars especially in parts of Student Affairs and Physical Education
- Pale of training needs assessment (skills matrix formulation)
- Lack of Higher Education of Student Assistance staff
- Lack of planning compiled
- Lack of regular contact with graduates
- Lack of documentation Stats
- Activities related to the Qur'an and traditions are not active
- Lack of suitable accommodation for non-native female students
- Lack of institutional and Flowcharts map of the mention of the registration process, student loans, discounts, graduation, and course selection and...
- Students have problem in the selection of courses and existence of failing to warn about the lack of prerequisite

#### **Suggestions for improvement of Saghez University**

- Developing and implementing control procedures and monitoring processes: Every organization should have processes that monitor and measure customer satisfaction at regular intervals and sustainably they will be revised In order to ensure efficiency and effectiveness and that its information is accurate, relevant and usable. In order to speed up their research work the researcher tried to prepare and compile a operational method using the procedure of coding system in accordance with ISO 9001: 2008, the form ID sheet action plan, and the monitoring form and process measurement have attached.
- Implementation of all the requirements of ISO documentation related to the Saghez University: According to the research the only unit from the all of Islamic Azad University units which certified ISO is Khorasgan unit. Their experience can be used to obtain ISO certificate and hereby the university will work orderly and fast.
- Create a process approach and attitude of continuous improvement in business processes: Approach to the process make university encouraged to establishing a clear understanding of all processes relevant. In Order to handle a particular organization its processes clearance is essential and the success of an organization achieved more than anything by managing this process.
- Implementation of orderly business environment (five Japanese S) which the latter is trained by the researcher in 88 years, but no action has been taken to make it executable till now.
- Brochure, the more the better. Consulting room should be comfortable and peaceful place for students and is recommended to be furniture, Computer connected to the Internet should be provided to students who do not want to disclose their identities to be advised by email. Reports related to the type of advice should be consulted.
- Discounts are better at delegating from Student Assistance and with student whole loans be agreed.

- Student buffet is better a female salesperson to meet female students. All buffet retailers should have a health card and a white cloth cap when providing services to them. Sometimes it should be surveyed the students' satisfaction and buffet service with various aspects of distribution of questionnaires and report to the Head of Unit so that in Upcoming auctions make better decisions and be more accurate, Students should also be controlled smoking at buffet, because sometimes it is observed that the students have smoked at buffet, in general monitoring tasks of students should be closer to the buffet.
- The use of student accommodation tariff classification must be based on a set of parameters and discounts must be considered for superior students.
- Given the problems that exist on the transfer's site, it is better unit propose to organization about the activities for students transfer from the phone to the Internet.
- Periodic medical examinations for students, especially students in the dormitory to be as a requirement and Physicians at least one day a week to visit the campus for the patient students who have physical problem.
- To provide insurance and health care booklet for students to improve their general health and in accordance with the tariff of the cost of public universities
- Examination of the student's disciplinary committee meetings will also be invited to the student's right to defend itself and talk about your notes. Meanwhile, one of the students who married and a master's degree and over 50% of the courses may be taken as representative of the students in the university disciplinary committee.
- Developing a strategy map that shows the causal relationship between learning and growth perspectives of the customer and the financial perspective.
- Understand the owners of process as who take the accountability
- To determine appropriate and measurable indicators in each of the activities
- Following the Deming cycle (PDCA) to define and implement improvement programs
- Enrichment of spare time in the field of physical education
- Establishment of more Cultural Sports - Spaces at Saghez University.
- Internalizing the belief that the duty of counseling office is to confidentiality keep student's secrets so that students become more willing to use their services.
- Planning for the promotion of Islamic culture and promote morality and spirituality on campus
- Strengthening and provide more opportunities for cultural activities such as student associations, publications, etc.
- Determination of The duration of work in each of the departments and sub-departments of the University of Saghez for service for students become transparent
- Inserting all the information you need to provide student services at the site, along with the names and contact information of the relevant authorities
- provide special services for blind and deaf students by setting up offices under the Foroughe Sabz, Roshan Delan, Roshan Zamiran, etc., poetry ceremony marking the White Cane Safety Day and ...
- Identification of poor students and invite them to do the work of student
- More communication with alumni and the creation of entrepreneurial cooperation and invite them to participate in employment tests, Islamic Azad University
- Workshops on issues of consulting on hostels and university
- To Expand and diversify sports
- Efforts to increase student participation in the preparation of student publication

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