Standardization of Administrative Processes in the University Institution College of Colombia –Unicoc

MBA Ever Ángel Fuentes[1], Manuel Santiago Guzman Cuervo[2], Oscar German Rey Rojas[3]

[1](Program: Industrial Engineering, Faculty of Engineering, Universidad Libre, Colombia)
[2](Program: Industrial Engineering, Faculty of Engineering, Universidad Libre, Colombia)
[3](Program: Industrial Engineering, Faculty of Engineering, Universidad Libre, Colombia)

ABSTRACT: *The standardization of processes is the development, and execution in a logical way, according to the technical specifications with practices that manage to enhance the increase in productivity, with criteria, methods, and practices but also the quality of the functions to be performed in the different areas of an organization.[1] That is why the decision was made to implement strategies to adjust the methods carried out in University Welfare since at the time of the evaluation opportunities for improvement were found in terms of updating procedures, process maps, and management indicators. When verifying the current state of the organization in this aspect, document management is proposed where the parameters for the creation of the necessary formats are established. The structure of each of them is specified by employing tools such as EFI, EFE, and Vester matrices. It also analyzes the main strengths, weaknesses, opportunities, and Threats (SWOT), that the institution faces. With the results obtained, the necessary documents of the process are updated and generated 100%, 6 indicators are generated for the control and monitoring of the activities and the social impact of the project within the institution is evaluated.*

PALABRAS CLAVE – *Document, process, standardization, indicative, matrix*

I. INTRODUCTION

The object of study is the University Educational Institution of Cundinamarca, located on the northern highway Km 20 (Bogotá – Chía). It was founded on May 9, 1974. This prestigious entity has as its mission to form excellent professionals and thanks to the fact that in recent years the student demand has grown, it has a variety of academic programs that offer those interested, the opportunity to meet their goals.

Within the administrative organization, the Institution has different processes that allow it to meet the substantial objectives of Higher Education entities, within which University Welfare is selected for the development of research. It currently has four areas: sports, cultural, medical, and psychological.

The field of action of the sports area allows stimulation through the exercise of recreational, formative, and competitive activities in the environment of entertainment, the improvement of health, and rational use of free time as well as achieving excellent sports performance in students. [2]

The cultural area encourages the development of artistic skills, attitudes, and abilities, facilitating, as well as promoting the various forms of cultural expression, contributing to the integral formation of students, and generating institutional and regional identity. [3]

The medical area seeks to permanently improve all the personal conditions in which university life takes place, such as: physical, psychic, mental, social, and environmental. All this through preventive and corrective programs that transgress in the quality and habits of healthy life. [4]

The area of psychology carries out diagnostic and psychological evaluation activities to the university community, in order to detect mental health problems, intellectual disabilities, and developmental disorders, in order to carry out the due accompaniment to each of the people who require attention in the institution. [5]

As for the market in which the institution operates, according to DANE in 2018 the frequent educational level reached by most Colombians is that of secondary education, with 34% of the total, followed by basic secondary education, with a total of 22.7%; As for the rest of the population, 11.3% have a professional or technological education, 8.5% graduated from a university and the remaining 3.5% have completed a postgraduate degree. [6] The obtained information appears in the next figure.

Figure 1. Educacional level reached
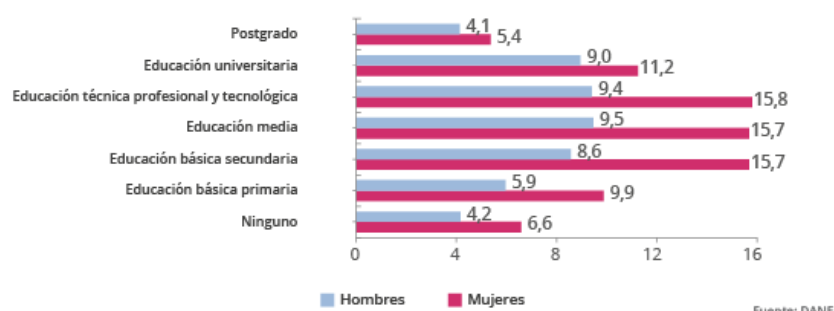
Source: DANE, 2018

As can be evidenced, the growth of student demand over the years is strengthening, since study opportunities are becoming larger for the Colombian population, and access to tools allows both virtual and face-to-face approaches to classrooms, it is important to bear in mind that the Covid 19 pandemic modified the culture of higher education in the world.

Regardless of the growth of the market, according to the interviews carried out in the institution with the professionals of each area, it was possible to show that the documentary processes were created according to the daily needs that were presented in the different schools, this causes the loss of information over time, due to the absence of a consecutive of each file generated, so the performance is impaired at the time of the urgent request for a document. The problems encountered can cause the loss of interest of students towards the institution and a deterioration of the good name before future clients or other educational institutions. [7]

Considering that one of the main purposes of the institution is to provide optimal service to students and generate new experiences, this project is intended to support the mission of the organization, properly standardizing administrative processes and generating organizational awareness. For this reason, specific objectives are set to be able to visualize and start generating the newly required documentation.

Through the processes already described, the appropriate information is obtained for the current diagnosis of the institution to cover and mitigate the negative impacts to potentiate the strengths of the institution.

II. METHODOLOGY

In order to achieve the objectives, it is necessary to establish methodologies that demonstrate the current situation of the company so that the necessary measures can be taken, in order to develop tools that contribute to the development of the institution.

To obtain information on the processes carried out in the area of university welfare, synchronized meetings were held with each of the collaborators that influence the activities that are carried out daily. Subsequently, the information collected through a SWOT matrix is analyzed, which is a technique where the strengths, weaknesses, opportunities, and threats of the institution can be identified from the external to the internal sphere, where they are classified into different strategies, according to the information obtained. [8]

ST strategies consist of taking advantage of strengths to face environmental threats, SO strategies are those that propose to take advantage of the opportunities that can be presented through strengths, WT is based on reinforcing weaknesses to avoid external threats, and WO use opportunities to overcome skills. [9]

Taking into account the data obtained, we proceed to make the Vester matrix which seeks to prioritize the problems found, as well as how one problem influences the other in order to be able to focus it on the problems that are really affecting the institution and use the necessary tools to improve processes. [10]

As a complement to the information collected, the matrix of internal factors (EFI) and external factors (EFE) is made, which allows an internal review to find the strengths and weaknesses of an organization or any of the functional areas in order to know in depth the current state of the organization with a clearer picture of what is the positioning before other institutions that provide the same services. [11]

The second objective is intended to characterize the administrative processes in the area of University Welfare of UNICOC, where it is explained what are the risks to which the institution is exposed, in the same way, to document the strategic processes and administrative support that are executed, so that in this way make the activities carried out are adequate and can contribute to the development of the company, This characterization focuses on the PHVA cycle which allows organizations to make a continuous improvement of competitiveness, products offered and permanent improvement in the effectiveness of processes [12][13][14]

On the other hand, the third objective is to analyze each of the risks found, and to observe how the institution is affected; It is important to work on them, measure them and be able to keep track of them.

Therefore, a resume of each of the indicators is made where all the information about it is described and the parameters are given so that the indicator can be measured. [15]

Finally, a social impact analysis is carried out for the identification and hierarchy of the attributable alterations in organizations, to have continuous improvement and generate value for the daily activities carried out in the different areas. [16] [17]

III. RESULTS

The research is based on the knowledge of higher education institutions to understand the functioning of the organization and achieve an approach with each of the people who carry out the processes in the area of University Welfare. Individual interviews were scheduled to learn more about those processes that are carried out daily and that have an impact on the daily work of each of the officials.

After knowing the functioning of the areas, the matrix of external factors is made in which the most relevant opportunity is the organization and monitoring of the academic processes that allow future external students to be attracted by the different schools of the institution. The most significant threat encountered is the loss of competitiveness at the institutional level due to a lack of more detailed information to stakeholders.

As for the internal factors, it can be evidenced that the greatest strength is the programs to support academic excellence and student permanence. In contrast, its main weakness is not having a standardized process of the different formats or proceedings that are completed in the different areas of University Welfare.

By means of the information obtained above, the SWOT matrix is made, which can be seen in chart 1 and chart 2

Chart 1. MatrixSWOT

Source: The Authors. 2023

Chat2. Strategies Matrix SWOT

	STRENGTHS	WEAKNESSES
	SO Strategies to maximize S and O's	**WO Strategies to minimize W's and maximize O's**
OPPORTUNITIES / F2, F6, O1,O2, F3 Y O5	• Development of a due process for data collection that allows appropriate follow-up for each of the functions • Development of the organizational mentality for the proper standardization of the different processes carried out in the area of University Welfare • Development and creation of standardized files for the areas of University Welfare • Encouraging the proper use of files created for different processes • Regularly update reports for proper use	D1, O2, D3 Y O5 — • Strengthening the knowledge of each of the people who make up the University Welfare area • Training of teachers in functions of direction and academic coordination in curricular management • Incorporation into the institutional culture of a management system that allows all processes to be standardized • Appropriation of the culture of registration, preservation, analysis and dissemination of data and information generated by the processes of each area
F4, F5, O3, F1 Y O4	• Training of teachers and professionals in the area for the implementation of future models that allow a better management of the area • Implementation of pedagogy model that allows the continuous implementation of tools for the standardization of academic processes • Development of programs that allow the exchange of ideas and proposals for a unitary good in the area of University Welfare	D2, O3, D5, O1, D4 Y O4 — • Interaction with the different areas to collect and share information that facilitates decision-making regarding the completed formats • Economic and knowledge support from the institution to generate value to the academic processes carried out in the area of University Welfare • Continuous process of accompaniment to students to obtain more interests about the different programs offered by the institution • Continuous knowledge of improvements made in the area of university wellbeing
	ST Strategies to potentiate the S and minimize the T	**WT Strategies to minimize W's and T's**
THREATS / F1, A6, F2, A4, F5, A3, A5	• Strengthening of existing processes in different areas to be able to face the different changes in the future • Creation of conditions that allow processes to be managed in an appropriate way • Consolidation of the information of the different schools for future accreditation.	D1, D3, D5, A3, A4 Y A1 — • Promotion of the articulation of the University to initiatives and strategic projects for regional development • Management of document processes to support the development of the missionary functions of the institution • Design and implementation of programs that allow professionals in the area to manage documents to maintain standardized processes
F3, F4, F6, A2, A1, A6	• Promotion of actions that allow the articulation of the University with other levels of training • Review and updating of the academic organization and administrative management model that responds to the new dynamics of the Institution • Design of information collection that responds to the new dynamics of the organization	D2, D4, D6, A2, A5, A6 — • Development of activities that allow the knowledge of the opportunities generated by the different schools • Promotion of spaces that allow the exchange of both academic and cultural knowledge of the institution • Update of the systems for the collection and management of documents created by the University Welfare area

Source: The Authors2023

According to the SWOT matrix, ST strategies consist of strengthening the existing processes in the different areas to face future changes and to be able to consolidate the information collected during the different work activities; The WT strategies are to improve the management of documentary processes as a support for the development of the missionary functions of the institution. On the other hand, the SO strategies lie in the development of a due process of information collection that allows the generation of reports and periodic monitoring of the activities carried out, finally, the WO strategies are based on strengthening the knowledge of each of the people who make up the area so that document management is carried out in the appropriate way in each process.

In addition, the VESTER matrix is used to know the problematic situation that the institution faces and in this way be able to qualify what is the level of risk of each of them.

Due to these implemented techniques, it can be evidenced and established that the main problems of the organization have to do with the lack of standardization of the documentary processes and the lack of promotion of the activities that are carried out, these obstacles cause detriment to the information that can be valuable when making improvement decisions and in turn, cause the loss of future students in the institution. [18]

Thanks to the study of management indicators, data is obtained in order to calculate the performance of the organization against the strategic objectives, which will determine the performance in relation to the results to be achieved in each area. Some of the benefits obtained from this process are the following:

• Help formulate objectives and measure their implementation
• Provide a solid basis for decision-making
• Increased efficiency of communications
• Help find problems in organizational strategy

From the information collected, the resume of the process indicators is established, all in order to have an overview of what you want to measure. In the same way, analyze these issues that are fundamental for the

development of the administrative processes of university welfare and thus be able to take the pertinent measures to improve the activities carried out daily by each of the collaborators. [19]

For each of the indicators, the information is completed in order to have a clear idea of the measurements; We proceed to make the resume of each one, where more is deepened about these.

The indicators are taken from the administrative processes of the university welfare area in UNICOC, making certain reports where they talk about each of the indicators, likewise, it is made clear what they are being measured, where they are being measured, how it is measured, the time in which it is measured, who measures it and the end of its measurement.

Additionally, the impact study is carried out to obtain and determine the social benefits that would be achieved with the implementation of the standardization of processes in the administrative area of university welfare. In this process, quantifiable and non-quantifiable costs are classified to have a vision of what procedures are required to be implemented in the area through a weighting of variables and thus improve its operation.

IV. DISCUSSION

According to the flow of the different activities and their correct review, it allows mitigating the setbacks that currently lengthen the processes and generate long waiting times that are reflected in cost overruns and increase the value of the service, which also generates a lower profit margin directly related to the minimum internal rate of return expected by the partners and investors of the entity.

One of these studies was carried out by Julián Andrés Martínez Sánchez at the Catholic University Foundation located in the city of Cali in 2017, which was entitled ¿TO DO IT OR NOT TO DO IT? STANDARDIZATION OF ADMINISTRATIVE PROCESSES IN THE X FOUNDATION. [20] As a result, achieving standardization reduces the risk of losing knowledge to develop operations, allowing employees to provide the necessary tools for job growth. In addition, it establishes as one of the pillars of standardization the objective of maintaining, again and again, the same conditions in the process to constantly obtain optimal and homogeneous results.

All this information encourages the organization to standardization of processes in the area of University Welfare in the search to have its processes more organized and the delivery of information more efficient. If the institution manages to implement the procedures elaborated on and suggested in the project, it will surely be able to stand out and provide an optimal service for the interested parties.

On the other hand, this research can serve as a guide for those who need to standardize their procedures based on the collection of information and generate the pertinent matrices that fit the problems presented.

V. CONCLUSIONS

Based on the tools provided by engineering such as the matrices used, impact indicators, and social indicators, among others; It is easier to identify what are the weaknesses and strengths of the organization to have a starting point of what will be the strategies to mitigate the negative impacts.

For this reason, throughout this project, the University Welfare process was characterized in such a way that not only the methodology and activities currently developed were reflected, but also the activities proposed by the authors were evidenced.

The work is carried out in an orderly and simultaneous manner with each of the areas that make up the University Welfare of the University Institution Colleges of Colombia – UNICOC, which provided information on each of the processes that are carried out daily in the area and expressed what is the perspective of improvement for each of the activities carried out.

This standardization project facilitates the use of each of the opportunities for improvement that were investigated in the area since now all the processes are standardized, the loss of information will be mitigated and a consecutive of each of the activities carried out by the educational staff can be carried out.

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