Department of Management of Technology

Faculty of Business

University of Moratuwa

Semester 05

TM3110 – Business Process Modelling & Analysis

Group Assignment

Selected Organization: Holy Cross College Kalutara

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TM3110 – Business Process Modelling & Analysis

Group Formation Sheet

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Executive Summary

The report consists of an analysis of the current interviewing process for grade-one children at Holy Cross College Kalutara and proposed solutions to address the identified issues. The existing process involves separate interview pools for Catholic and non-Catholic applicants. Manual scheduling of interviews, inefficient communication and document submission are of the issued identified in this process and these challenges result in delays and waste within the process.

To overcome these issues in the process, a comprehensive to-be process is recommended, and the proposed solution eliminates the need of separate interview pools and implements a centralized computerized system with a unified database, streamline communication channels through the website of the school and other efficient platforms and so on.

Transparency and efficiency are key focuses of the proposed process. Standardized criteria and a grading system are introduced to evaluate applications, ensuring a fair and transparent selection process. Unnecessary stages and delays are eliminated, waste is reduced through optimized document management and information transfer, and the overall efficiency and effectiveness of selecting grade-one students are improved.

By implementing these recommended changes, Holy Cross College Kalutara will be able to enhance the registration process, provide a superior experience for applicants and their parents, and establish a fair and transparent selection system for grade-one students.

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1. Introduction

We choose the interview process to select grade one students for Holy Cross College Kalutara as the process for the assignment in Business Process Modelling and Analysis and this is a service sector base process. Holy Cross College in Kalutara, was started as a private sector school in 1880 and the school was founded with the aim of providing quality education and nurturing the intellectual and moral development of its students. Initially, the school began as a primary school, catering to the educational needs of local children in the Kalutara area. Over the time, it gradually expanded to include secondary education as well. Under the guidance and leadership of the fathers of the Holy Cross, Holy Cross College grew in reputation and became known for its commitment to academic excellence and character formation. Over the years, the school underwent various developments and improvements to enhance its educational facilities and programs. The dedication of the administration and staff, combined with the support of the local community, contributed to the growth and success of the college (HOLY CROSS COLLEGE KALUTARA, n.d.).

Today, Holy Cross College, Kalutara, continues to be recognized as a prominent educational institution in the region. In past, Marist Brothers managed the college, and now it is managed by Reverend Fathers. College now has approximately 1500 students and seventy teachers. It offers a comprehensive curriculum, emphasizing both academic and co-curricular activities. The college strives to foster a supportive and inclusive learning environment, encouraging students to develop their talents and reach their full potential.

This report includes the information about the process of how applicants are selected to grade one classes in Holy Cross College. Since now this is a semi-government school, there is a unique way of doing this selection process compared to the government school's process. Beside the as-is process, the report includes qualitative, quantitative, and waste analysis of the process, loopholes, and the new process which we design while reducing the loopholes and issues in the current process (Manuel Laguna, 2013).

2. As-Is process of interview.

As-Is process of the organization can be shown as follows:

https://drive.google.com/file/d/1rSkVwvLBpVvBb8pXhDXP5Gue3U9344JI/view?usp=sharing
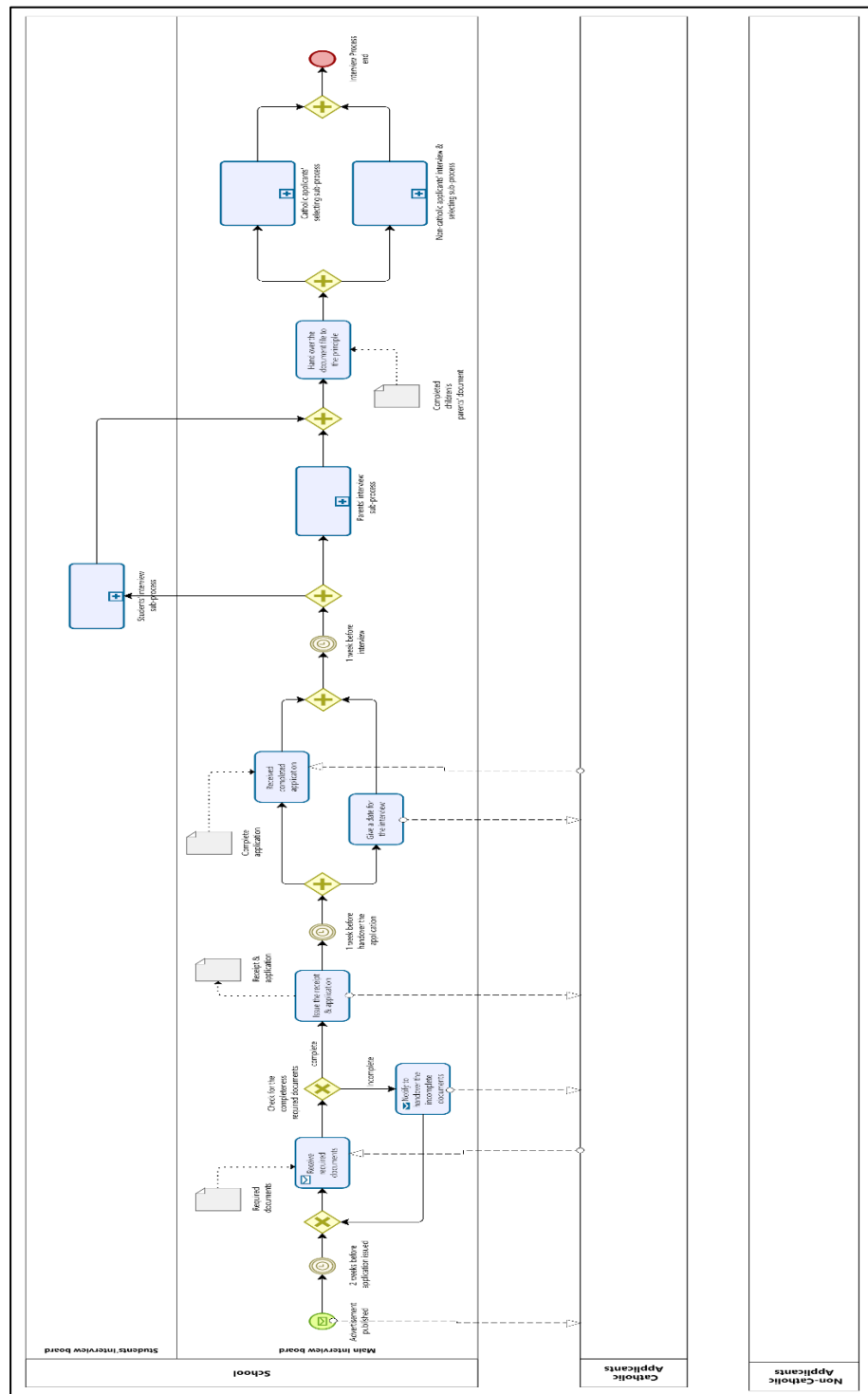

Figure 1: As-Is process.

The student interview selection process comprises three distinct pools: the school pool, Catholic Applicants pool, and Non-Catholic Applicants pool. The school pool represents the host or the main actor of the process which is the school and other two pools represent the different applicant categories involve in the process. Within the School pool, two lanes are presented: Students' Interview Board and Main Interview Board. These divisions ensure a comprehensive assessment of applicants from different perspectives (Fatimah Alruwaili, 2018) (Bizagi, 2023).

There are two main processes that we can identify in this interview process. Those are:
1. Selection of catholic students
2. Selection of non-Catholic students

Since there are plenty of government schools in the town and this is a semi-government catholic school, they normally select a considerable proportion of catholic students to the school compared to non-Catholic students. And the documents and the requirements they concern from the two parties are different and this is the reason that they have to main processes.

2.1. Selection of catholic students

This process initiates with the publication of advertisements, notifying potential candidates about the interview process through churches and catholic newspapers. A timer event triggers two weeks before the application issuance, setting the timeline for document submission. The process then enters an exclusive gateway, branching into two paths. The first path involves receiving required documents through a send task. The second path proceeds to an exclusive gateway, checking the completeness of the submitted documents.

If any documents are found incomplete, the process notifies the applicants to provide the missing documents. Simultaneously, the process loops back to the previous exclusive gateway to ensure all necessary documents are received. On the other hand, if all documents are complete, the process advances to the next task: issuing receipts and applications to applicants.

A week before the application handover, a timer event triggers, preparing for the subsequent stages. A parallel gateway splits the process into two paths. The first path focuses on reviewing completed applications, while the second path involves assigning interview dates to applicants. Both paths converge at an intermediate timer event occurring a week before the interview.

Parallel sub-processes are then initiated to conduct interviews from two distinct perspectives:

1. Students' Interview
2. Parents' Interview

2.2. Students' interview sub-process

Following model is the students' interview sub-process:
https://drive.google.com/file/d/1dckMLjKvCeucK7Gib2t124x9FEPRz35Z/view?usp=sharing
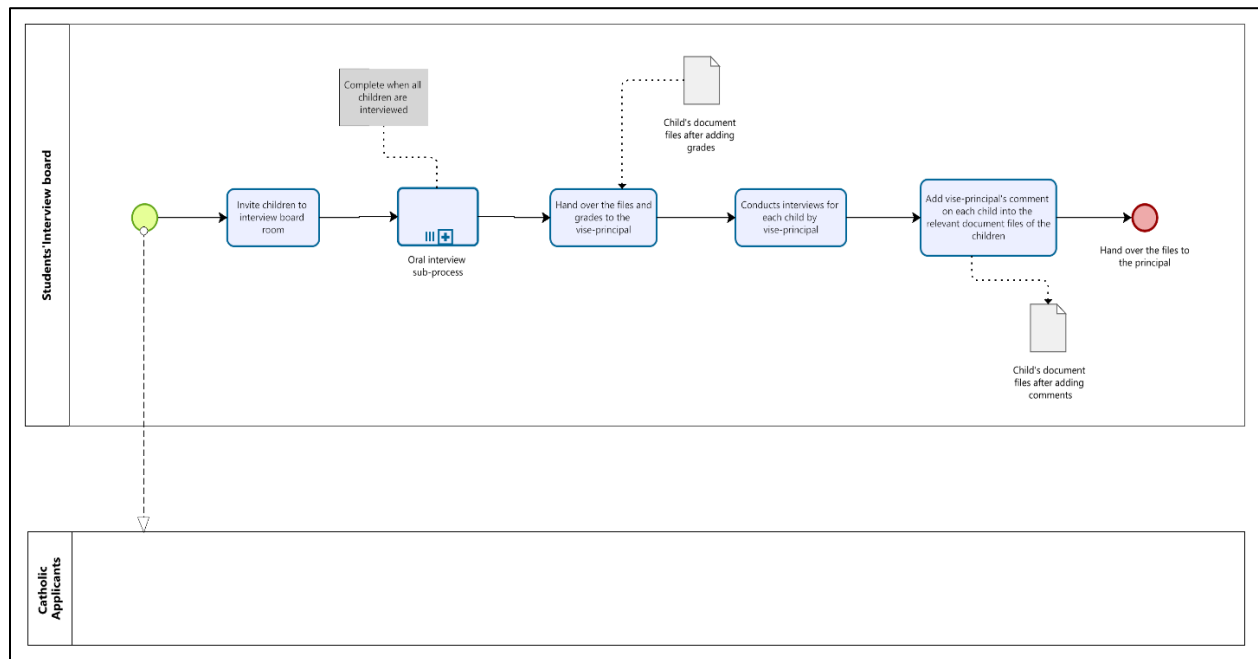
Figure 2: students' interview sub-process

Following model is the oral interview sub-process include in the students' interview sub-process:
https://drive.google.com/file/d/1UdHetC63FR2jRPgMC8AXh_DIoNx0UVzL/view?usp=sharing
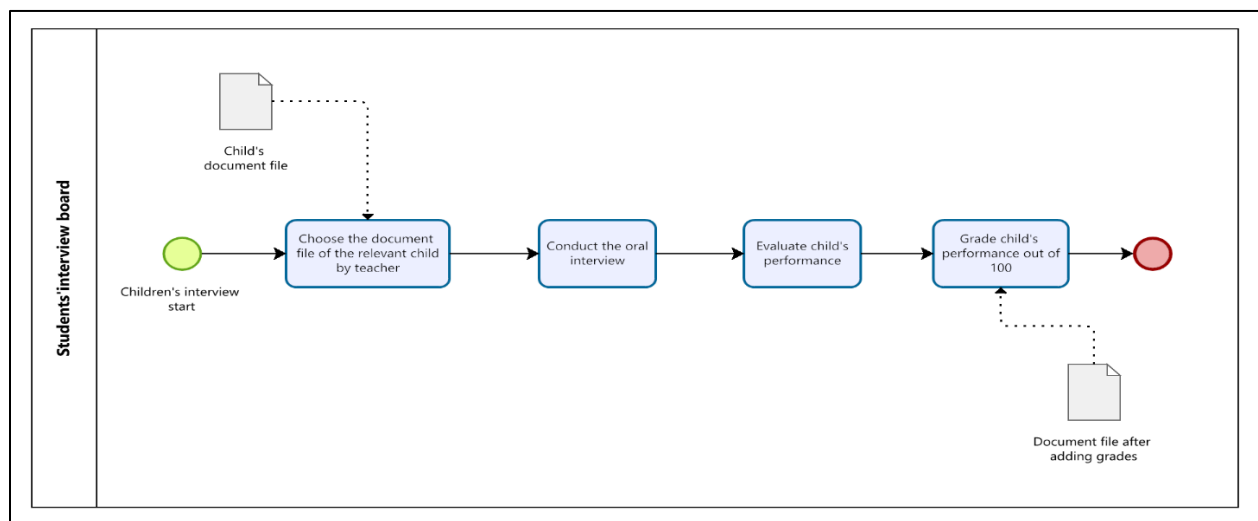
Figure 3: oral interview sub-process

The Students' Interview Sub-process begins with inviting children to the interview board room, followed by oral interviews conducted by a multi-instance task. These oral interviews are individually evaluated, with grades assigned to each child's performance.

After the interviews, the vice-principal receives the files and grades of the students, conducts further interviews, and adds relevant comments to the files. Eventually, the files and feedback are handed over to the principal for final review and decision-making.

2.3. Parents' interview sub-process

Following model is the parents' interview sub-process:
https://drive.google.com/file/d/1qmY8B-y6RT3Sex6ro_SiowAUOWal8xTz/view?usp=sharing
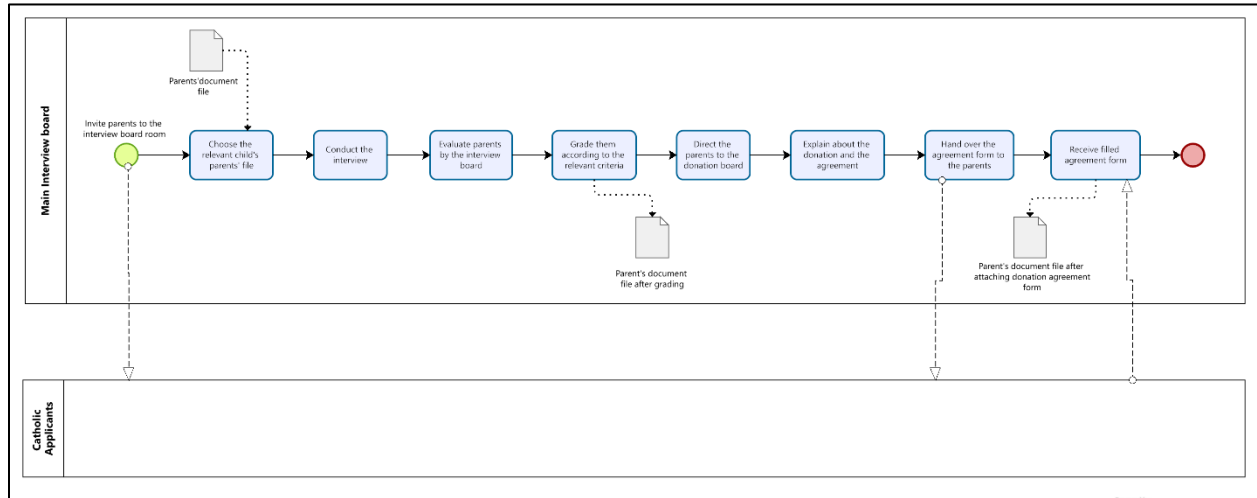
Figure 4: parents' interview sub-process

Simultaneously, the Parents' Interview Sub-process proceeds under three main phases and those can be shown as follows:

1. Selecting relevant files
2. Conducting interviews
   - Under this phase, interview board is evaluating parents, and assigning grades to the parents based on specific criteria.
3. Donation process
   - In this process parents are guided and provided with necessary information and agreement forms about the donations. The filled agreement forms are collected for further processing.

After both sub-processes are finished, the document files are handed over to the principal and it is the end of interview for catholic applicants.

Then another parallel gateway splits the flow into two sub-processes as follows:

1. Catholic applicants' selection sub-process
2. Non-Catholic applicants' interviewing & selecting sub-process.

Each sub-process undergoes an evaluation process specific to their respective categories.

2.4. <u>Applicants' selection sub-process - catholic</u>

Following model is the parents' interview sub-process:
https://drive.google.com/file/d/1dCy3QIRTlJoajLv6UkzDnIMz0yI2X-Oq/view?usp=sharing
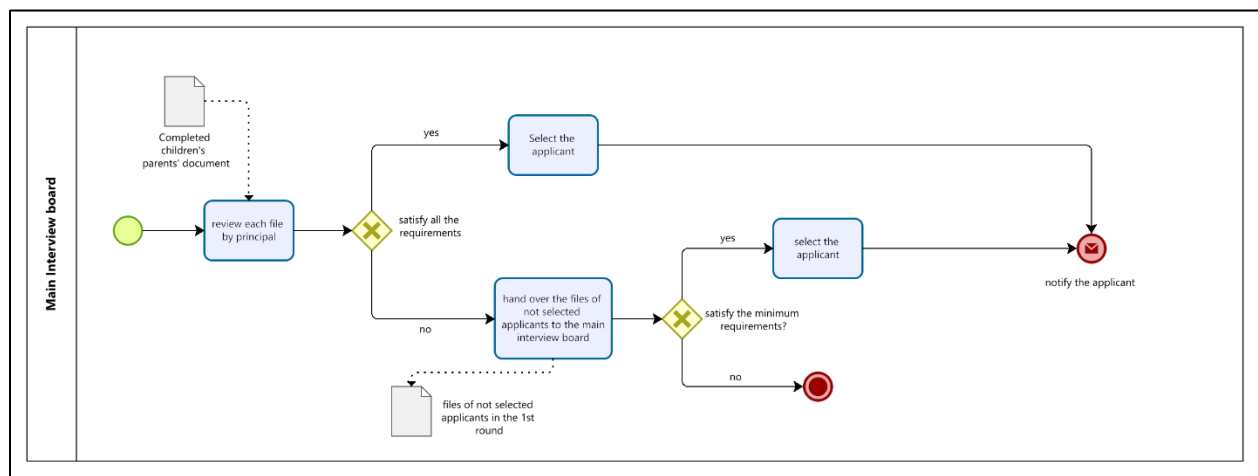
Figure 5: applicants' selection sub-process

For Catholic applicants, the principal reviews each file, ensuring all requirements are satisfied. An exclusive gateway determines whether all requirements are met. If so, the applicant is selected, and a notification is sent. Otherwise, the files of non-selected applicants are forwarded to the main interview board for further consideration and there is another exclusive gateway which determines whether the minimum requirements are satisfied by the non-selected applicants. If they are satisfied with the requirements the applicant will be notified about it and if not, the process will terminate without notifying the applicants.

2.5. Non-Catholic applicants' interviewing & selecting sub-process.

Following model is the parents' interview sub-process:
https://drive.google.com/file/d/12xSMQXFqeUIpz-AJSLgvNsOPPEds6lLh/view?usp=sharing
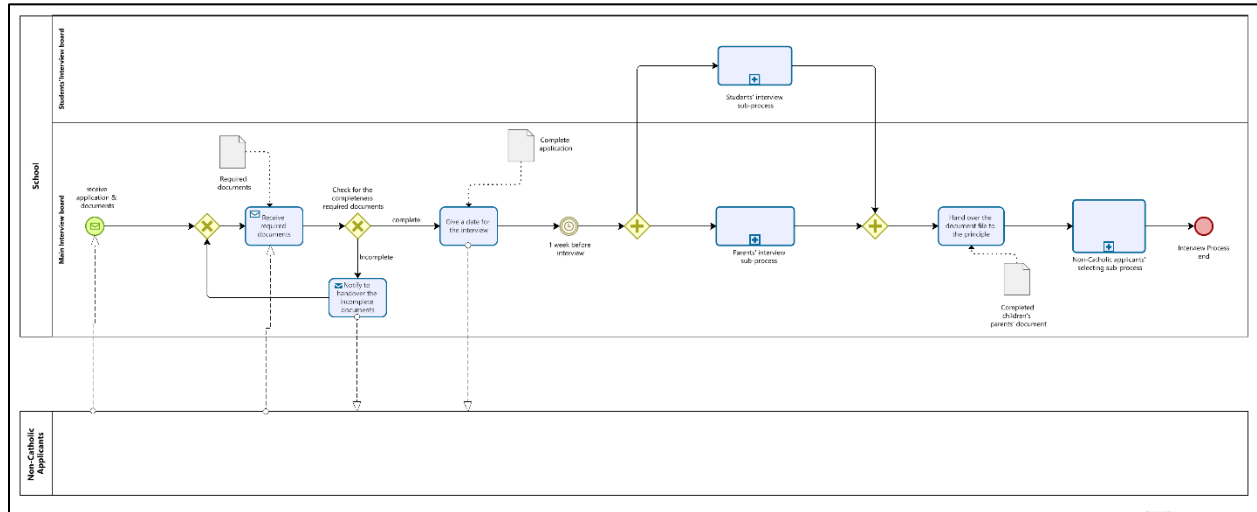
Figure 6: non-Catholic applicants' interview sub-process

For non-Catholic applicants, the process begins with receiving applications from the applicants to the school. This is not the same application as the one issued for catholic applicants by the school. This application is the application form issued by the government. The applicants are not notified when to apply so they must know it through a call or through a person who is work in the school.

When the applications are received then school will conduct a completeness check. Complete applications proceed to the interview sub-process, involving both students and parents which described in topic 2.2. (Students' interview sub-process) and topic 2.3. (Parents' interview sub-process)

Afterward, the document files are handed over to the principal. Finally, the Non-Catholic applicants' selecting sub-process reviews each file by the principal and determines whether all requirements are satisfied. The candidate is chosen and notified if the conditions are satisfied. If not, the process is finished as described in topic 2.4. (Applicants' selection sub-process - catholic)

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3. Data collection methodology

The data collection methodology of the selected process involves gathering relevant information through various sources and ways like:

- Arrange meetings with rector and vice rector of the school.
- Arrange some meetings with members in both students' and parents' interview board.
- Arrange some telephone calls with some of the parents and students who face the interview.

After collecting data, then we analyzed the collected information by u sing appropriate analytical approaches. We outline the collected data regarding the registration process and the techniques used for quantitative and qualitative analysis.

3.1. <u>Arrange meetings with the sources in school.</u>

The purpose of the visit to the school was to gain a firsthand understanding of the Grade 1 student registration process and its various stages. Therefore, we contacted the school administration through email and requested a meeting with the vice rector to discuss our project. After receiving the approval from the school, we scheduled a visit to the school.

During the visit, we conducted a few interviews with various parties as mentioned above to gather information about the interviewing process. And we focused on understanding the steps involved in the process, the required documentation, and any specific policies or guidelines followed by the school when conducting the interview process.

We sought information about the timeline, key personnel involved, and any challenges or any improvements identified in the process. Additionally, we requested to have available data related to the number of registrations, rejection rates, etc.

3.2. <u>Arrange telephone calls with parents and children.</u>

At the same time, we arrange some phone calls with some of the parents who are okay with delivering the information about the interview process with us. The main aim of meeting parents and children is to understand the ideas and thoughts of the applicant party about the process. This is done to identify the issues in the process.

4. Analysis & Results of As-Is process.

This selected grade one students' interviewing process was analyzed using a combination of quantitative and qualitative analysis techniques to gain a comprehensive understanding of the registration process and identify areas for improvement in the process.

4.1. Quantitative Analysis:

4.1.1 <u>Flow Analysis – TPT</u>

Flow analysis is used to assess the overall performance of a process, based on knowledge of the performance of its activities. Under flow analysis, the process can be analysed in several ways such as average throughput time (TPT), average theoretical throughput time (TTPT), average throughput time efficiency (TPTE), critical path method and little's law as time based analysis not only that it can be performed capacity analysis and cost analysis too (Queensland University of Technology, 2017).

Average throughput time efficiency and little's law were taken to analyse the overall performance of Holy Cross College interview process. Thus, to analyse the average processing time and the overall efficiency of the process we used gathered information. With calculations, we can assess efficiency and identify potential bottlenecks. Time stamps were extracted from process logs to determine the start and end times of each stage, and processing times were derived based on interview information. Also, there are 6 hours for a working day during school hours (7.30 am to 1.30 pm) and the rework probability would be 30% based on the interview information.

Activity	TPT	Processing time
Received required document	**14 days**	**3 hours**
Notify to handover the incomplete documents	**3 days**	**3 hours**
Issue the receipt and application	**2 days**	**3 hours**
Received completed application	**7 days**	**3 hours**
Give a date for the interview	**2 days**	**2 hours**
<u>**Conduct student interview (sub process)**</u>		
Invite children to interview board room	1 day	1 hour
Choose the document file of the relevant child by teacher	1 day	15 minutes
Conduct oral interview	1 day	20 minutes
Evaluate child's performance	1 day	20 minutes
Grade child's performance out of 100	1 day	15 minutes
Hand over the files and grades to the vice-principal	1 day	1 hour
Conducts interviews for each child by vice-principal	1 day	15 minutes
Add comment by vice-principal	1 day	10 minutes
<u>**Conduct parents' interview (sub process)**</u>		
Choose the relevant child's parents' file	1 day	15 minutes
Conduct the interview	1 day	30 minutes
Evaluate parents by the interview board	1 day	15 minutes
Grade them according to the relevant criteria	1 day	20 minutes
Direct the parents to the donation board	1 day	10 minutes
Explain about the donation and the agreement	1 day	15 minutes
Hand over the agreement form to the parents	1 day	10 minutes
Receive filled agreement form	1 day	30 minutes
Handover the documents files to the principle	**1 day**	**3 hours**
<u>**Select the catholic applicants (sub process)**</u>		
Review each file by principal	1 day	3 hours
Select the applicant	1 day	15 minutes

Hand over the files of not selected applicants to the main interview board	1 day	15 minutes
Select the applicant	1 day	15 minutes
Interview the non-Catholic applicants (sub process)		
Received required document	3 days	3 hours
Notify to handover the incomplete documents	2 days	3 hours
Give a date for the interview	2 days	3 hours
Conduct student interview	8 days	3 hours & 35 minutes
Conduct parents' interview	8 days	2 hours & 25 minutes
Handover the documents files to the principle	1 day	3 hours
Select the applicants	4 days	3 hours & 45 minutes

Table 1: TPT table for all activities

It is more appropriate to calculate the TPT and TTPT of the sub-processes to better assess the overall performance of the main process before calculating further. They are four sub process within the main process and there is a sub process within student interview sub process.

Sub process	TPT	Processing time
Conduct student interview (with oral interview sub process)	**8 days**	**3 hours & 35 minutes**
Conduct oral interview	4 days	1 hour & 10 minutes
Conduct parents' interview	**8 days**	**2 hours 25 minutes**
Select the catholic applicants	**4 days**	**3 hours 45 minutes**
Interview the non-Catholic applicants	**28 days**	**21hours 45 minutes**

Table 2: TPT table for sub processes

<u>Throughput time</u>

In order to find out the average time taken to execute one process instance, there are several activities which taken care of within the process. They are received required document, issue the receipt and application, received completed application, conduct student interview, handover the documents files to the principle and interview the non-Catholic applicants. As mentioned, rework probability is 30% and there are 6 hours per working day.

$TPT = [(14/0.7) + 2 + 7 + 8 + 1 + 28] = 66$ days $* 6 = 396$ working hours

Hence, averagely 396 hours taken to execute one process instance through overall process. Approximately, they spend more than two months to complete one instance of the grade one students interview process.

<u>Theoretical throughput time</u>

The same activities used to calculate the TPT above can be used to find the actual time taken to perform the value adding activities in the process i.e. the total processing time(TTPT).

$TTPT = [(3/0.7) + 3 + 3 + 3.58 + 3 + 21.75] = 38.62$ hours

Hence, an average of 38.62 hours taken to perform the value adding activities in the grade one students interview process.

<u>Throughput time efficiency</u>

This means the ratio of overall processing time relative to the overall throughput time in the process. Thus, it gives how much spend their time of the process for value adding activities rather than waiting.

$TPTE = 38.62/396 = 9.75\%$

Hence, averagely they spend only 10% of the total time spent in the process for value adding activities through the process which contributes directly with the output. Thus, the remaining 90% of the total time consumed for non-value-added activities, waiting etc.

- By analysing the average processing time for each stage, it was observed that the most time consuming stage was received required document stage. This indicated a potential bottleneck that could be addressed to expedite the registration process. The quantitative analysis revealed the average processing time for each of the activity stages by highlighting the receiving required documents as a potential area for improvement. The throughput time is determined to be 396 working hours, which represents the total time taken to complete this process. The theoretical throughput time is estimated to be 38.09 hours under ideal conditions. We obtained the throughput time efficiency, which in this case is 10% using those results. This efficiency indicates that the process is operating at approximately 10% of its ideal efficiency which suggests that there are inefficiencies or delays present in the process, leading to a longer overall throughput time compared to the ideal scenario. According to that, the current process is in highly inefficiency based on time utilization which leads delays, potential bottlenecks and increased cost.

4.1.2 <u>Flow Analysis</u> – Little's Law

Little's Law is a simple way to show the efficiency of the process/ queuing system. It indicates the average number of people in a process at a given point of time. This can be calculated using the following formula;

$$\textbf{WIP} = \lambda \ast \textbf{TPT}$$

$\lambda = 10/20\text{mins} = 30/\text{hr}$ (according to the members of the interview board, they allocate 10 pairs of parents for each 20 mins of time.)

WIP = 30 * 396
WIP = 11,880 ≈ 495

So, the average number of people in the process can be calculated as 495. This value is quite long which means it takes more time to finish the interview process and ultimately reduce the efficiency.

4.2. Qualitative Analysis:

4.2.1. <u>Value-added Analysis</u>

The goal of value-added analysis was to identify value-added activities that contribute directly to the successful selection process of grade one students. The following key finding steps can be used to identify value-added analysis of the process. (Sriram V.P., 2021).

<u>Main process: Admission Process for Grade 1 Students</u>

1. Application submission and initial review
   - Receive required documents from applicants
   - Notify applicants about incomplete documents and request to resubmission
   - Issue the receipt and application to applicants upon receiving complete documents
   - Give a date for the interview

2. Student' interview sub-process
   - Invite children to the interview board room

      <u>Oral interview sub-process</u>
      - Teacher chooses the document file of the relevant child
      - Conduct the oral interview with the child
      - Evaluate the child's performance during the interview
      - Grade child's performance out of 100

   - Hand over the files and grades to the vice-principal
   - Vice-principal conducts interviews for each child
   - Vice-principal adds comments on each child's document file

3. Parent's interview sub-process

- Choose the relevant child's parent's file
- Conduct the interview with the parents
- Evaluate parents' performance during the interview by the interview board
- Grade parents according to relevant criteria
- Direct the parent to the donation board
- Explain about the donation and agreement details to parents
- Hand over the agreement form to parents
- Receive the filled agreement form

4. Applicants' selection sub process

- Review each file by principal
- Principal hands over the files of not selected applicants to the main interview board
- Select the final applicant

5. Non catholic applicants sub process

- Receive required documents from non-Catholic applicants
- Notify non-Catholic applicants to about the incomplete documents and request to resubmit them
- Give a date for the interview
- Hand over the document file to the principal

6. Final document hand over

- Hand over the document file to the principal for the selected applicant

According to the above steps in the admission process of Grade 1 students, we can do the value-added analysis in two stages. These two steps can be shown as follows.

(i) Value classification

In value classification, we can classify the above steps as Value-Added activities (VA), Business Value-Added activities (BVA), and Non Value-Added activities (NVA). Value classification can be shown as follows.

Activity	Value Classification
Conduct the oral interview with the child	VA
Evaluate the child's performance during the interview	VA
Grade the child's performance out of 100	VA
Vice-principal adds comments on each child's document file	VA
Conduct an interview with the parents	VA
Evaluate parent's performance during the interview	VA
Grade parents according to the relevant criteria	VA
Select the final applicant	VA
Hand over the document file to the principal for the selected applicant	VA
Review each file by principal	BVA
Principal hands over files of not selected applicants to the main interview board	BVA
Receive required documents from applicants	NVA
Notify applications about incomplete documents and request resubmission	NVA
Issue a receipt and application to applicants upon receiving complete documents	NVA
Invite children to the interview board room	NVA
Teacher chooses the document file of the relevant child	NVA
Hand over the files and grades to the vice-principal	NVA

Vice-principal conducts interviews for each child	NVA
Choose the relevant child's parent's file	NVA
Direct parents to the donation board	NVA
Explain the donation and agreement details to parents	NVA
Hand over the agreement form to parents	NVA
Receive required documents from non-Catholic applicants	NVA
Notify non-Catholic applicants to about the incomplete documents and request to resubmit them	NVA
Give a date for the interview	NVA
Hand over the document file to the principal	NVA

Table 3: value classification table

(ii) **Waste elimination**

Waste elimination is used to determine how to eliminate Business Value-Activities (BVA) and Non Value-Added (NVA) activities. Eliminating waste helps organization to improve the overall process efficiency and focus more on activities that truly contribute to the end product or service. Below steps can be followed in order to eliminate the BVA and NVA steps from the process.

- Streamline the document submission process to reduce the need for repeated document requests.
- Implement an automated system to check the completeness of the document and notifies the applicant immediately when there are any missing documents.
- Automate the receipt and application issuance and when the applicant is successfully submitted the completed document.
- Set up a streamlined digital process to transfer files and grades as well as quickly access and organized files for the interview board to reduce the time spend on manual file selection and physical file handovers.
- Incorporate donation information in the initial communication with parents to reduce the need of a separate direction.
- Optimize scheduling to minimize the waiting times for non-Catholic applicants.

- Use the same streamlined document submission process as for other applicants and call for the non-Catholic application on the same day as for the Catholic application.

- Offer an online submission system that parents can access and submit files online and to fill and submit the donation agreement form.

4.2.2. <u>Waste Analysis</u>

1. Waiting:
   - Waiting for Interview Scheduling: Manual scheduling of interviews leads to delays and idle time for both staff and applicants.
   - Waiting for Document Verification: Delays in verifying the completeness of submitted documents can result in waiting times for applicants.

2. Motion:
   - Multiple Interview Processes: Conducting separate interviews for Catholic and non-Catholic applicants requires additional motions and efforts for interviewers and applicants.
   - Document Movement: Physical movement of paper-based documents between departments involves unnecessary motion and effort.

3. Transportation:
   - Document Transport: Moving paper documents between departments adds transportation waste, as well as the risk of loss or delays.

4. Defects:
   - Errors in Data Entry: Manual transfer of information from paper documents to electronic systems can lead to data entry errors and inaccuracies.
   - Inaccurate Feedback: Manual addition of feedback and comments from interviewers to files may result in inaccuracies.

5. Overprocessing:

- Redundant Steps: Looping back to collect missing documents after incomplete submissions involves overprocessing by reworking the submission process.

- Duplicate Interviews: Separate interviews for Catholic and non-Catholic applicants involve overprocessing by repeating interview activities.

6. Overproduction:

- Separate Interview Pools: Maintaining separate interview pools for different applicant categories can result in overproduction of interview processes.

- Excess Document Collection: Collecting additional documents from applicants, beyond what is necessary, can lead to overproduction of paperwork.

7. Inventory:

- Paper Documents: Storing and managing paper-based documents creates inventory waste, requiring physical storage space and management efforts.

4.2.3. <u>PICK chart</u>

Introduction: Enhancing the Student Selection Process at Holy Cross College

In pursuit of continuous improvement and excellence, Holy Cross College is dedicated to refining its student selection process for Grade-One admissions. To address various challenges and seize opportunities, a comprehensive analysis of the existing process has led to the identification of several key improvement initiatives. These initiatives have been thoughtfully categorized based on their level of challenge and importance, forming the basis of our PICK (Possible, Implement, Challenge, Kill) chart.

This PICK chart serves as a visual representation of the prioritization and planning of these improvement initiatives. By strategically positioning each initiative within one of the four quadrants, we gain valuable insights into their potential impact and feasibility. The initiatives have

been assessed based on their anticipated challenges and significance, allowing us to focus our efforts on those with the highest potential for positive transformation.

Let's delve into the detailed breakdown of these improvement initiatives within the PICK chart, showcasing our commitment to streamline the student selection process, enhance transparency, and provide an optimal experience for both applicants and the college community. Through the strategic alignment of initiatives with their respective quadrants, we aim to chart a course toward a more efficient, effective, and equitable admission process for Holy Cross College.

1. Streamline Non-Catholic Application Process & Document Submission (Challenge, Important):
   - Simplify application requirements and forms.
   - Provide a clear checklist of required documents.
   - Implement an online submission portal for documents.
   - Assign a dedicated staff member to assist applicants with document submission.

2. Enhance Transparency in Application Review & Selection Process (Challenge, Not Important):
   - Define clear and standardized criteria for application evaluation.
   - Develop a rubric for scoring applications consistently.
   - Provide applicants with feedback on application status and reasons for acceptance/rejection.
   - Conduct periodic workshops to explain the evaluation process to applicants.

3. Implement Automated Interview Scheduling System (Possible, Important):
   - Develop an online platform for applicants to select interview slots.
   - Integrate the platform with calendar systems for real-time availability.
   - Send automated reminders and confirmations to applicants.

4. Implement Centralized Communication System for Applicants (Possible, Not Important):
    - Create a dedicated website with FAQs, guidelines, and updates.
    - Establish a helpline for applicant inquiries.
    - Develop an email notification system for important announcements.

5. Optimize Application Review Workflow (Challenge, Important):
    - Digitize application review process using software.
    - Introduce a collaborative platform for review team members.
    - Define clear roles and responsibilities for review team members.

6. Enhance Parents' Interview Process (Challenge, Not Important):
    - Standardize questions and evaluation criteria for parents' interviews.
    - Provide training to interviewers for effective and fair evaluations.
    - Implement a post-interview feedback mechanism for parents.

7. Implement Student Performance Assessment (Challenge, Not Important):
    - Introduce a practical assessment to evaluate students' skills.
    - Develop a grading system for practical assessments.
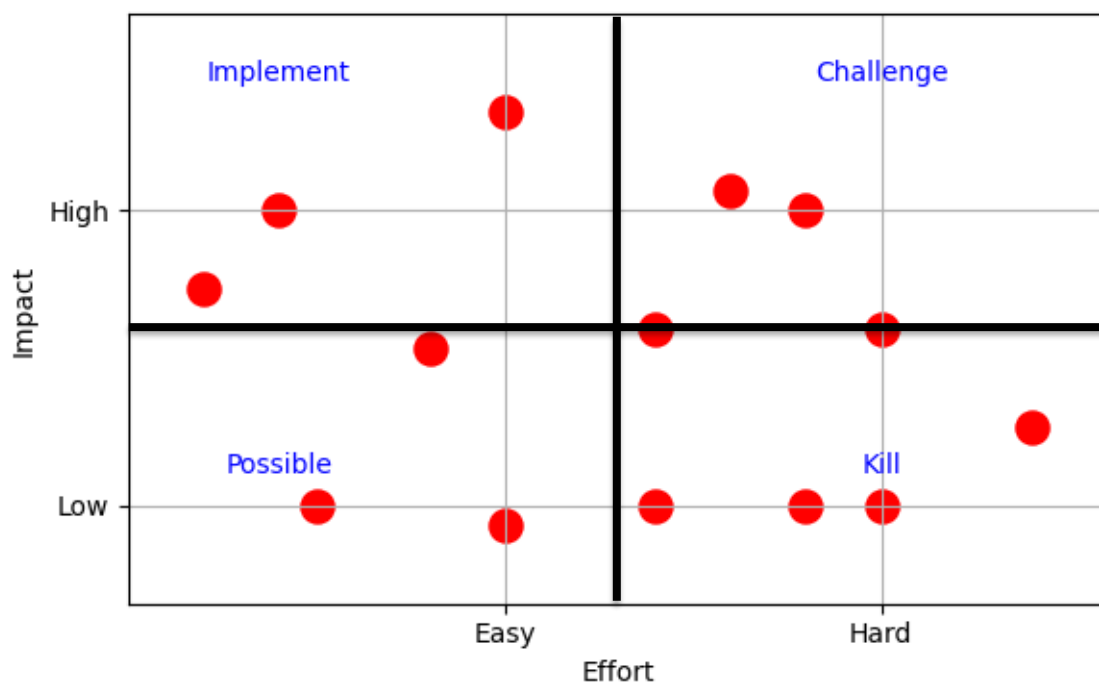   - Include practical assessment scores in the overall evaluation.
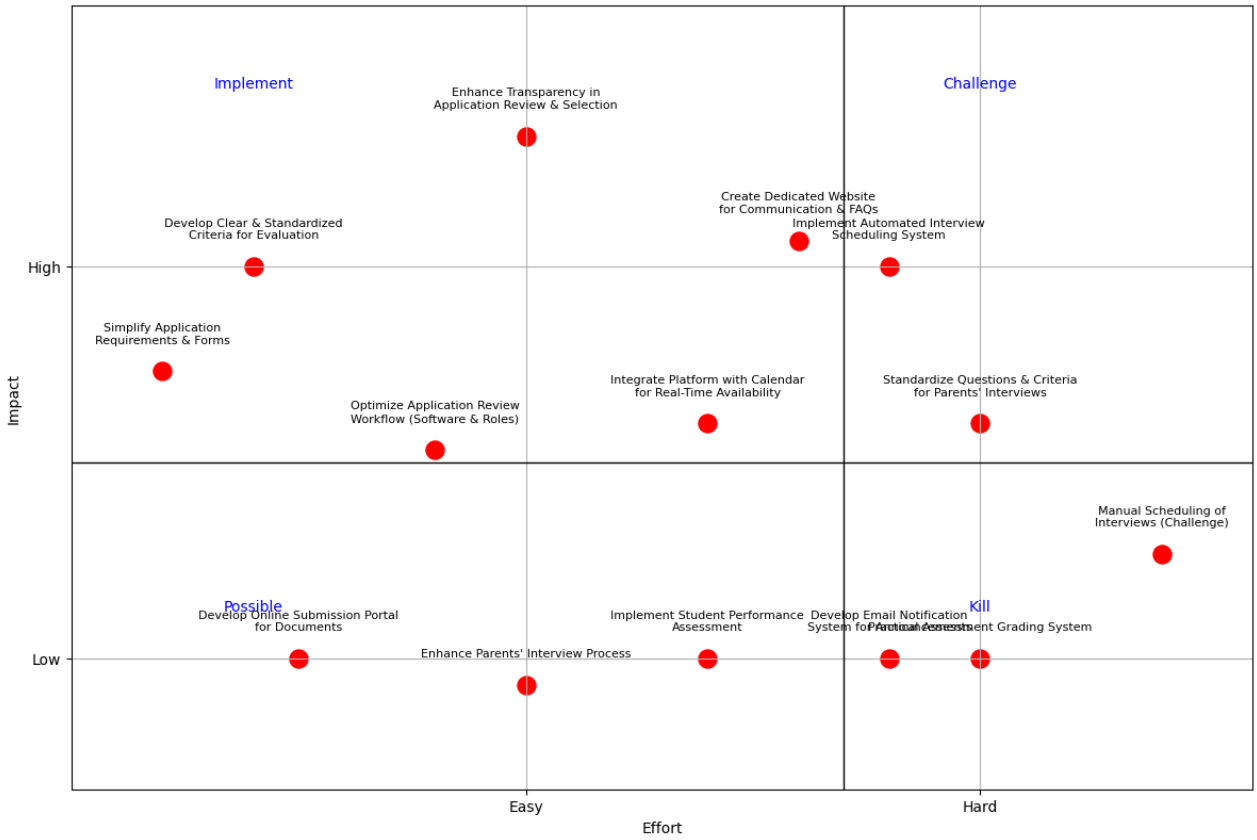

Figure 7: PICK chart

Figure 8: PICK chart for grade 1 student selection process

4.   Issues in As-Is process & Solutions.

Based on the information provided regarding the as-is process for interviewing grade-one children at Holy Cross College Kalutara we have noticed several problems in the process. They are:

1. **Lack of organized communication:** To inform potential applicants about the interview process, the method relies on advertisements, churches, and newspapers. Inconsistent and incomplete communication may result from this.

   Solution: Implement a centralized system of communication, such as a specially designed website or virtual portal, to offer thorough and current details regarding the interview procedure, application specifications, and deadlines. This will guarantee that all candidates receive information that is correct and consistent.

2. **Submitting documents is difficult and inefficient:** There are several steps in the process of submitting documents, including a loopback procedure to collect any missing documents.

   Solution: By clearly specifying the necessary documents and giving applicants a checklist, we can simplify the application process for submitting documents. Creating a web-based application submission system can be used to speed up the process and reduce the need for manual follow-up and verification.

3. **Review application processes are not transparent enough:** The evaluation and reviewing of applications, and selection criteria, are not transparent throughout the process.

   Solution: Establish standardized, transparent criteria for application evaluation and create a grading system or rubric that evaluates essential elements including behavior, extracurricular activities, and academic performance. And transparency can be ensured by informing applicants of the status of their applications and the reasons for acceptance or rejection.

4. **Interviews are scheduled manually:** Interview dates are manually scheduled during the process, which causes delays and inefficiencies.

   Solution: Implement a system for arranging interviews that is automated and allows candidates to choose their preferred timeslots based on availability. This will make scheduling easier and shorten delays.

5. **Waste and over-processing:** The process is inefficient and slow since it involves extra stages, waiting periods, and unnecessary document transport.

   Solution: Find and remove unnecessary phases from the process, especially those that happen during the submission of documents and review. And to reduce waiting times and unnecessary travel by optimizing the transfer of paperwork and information between people. We can eliminate paper-based processes, implement a computerized document management   system. (Wasana Bandara, 2007)

6. To-Be process of interview & selecting

To-be process for interviewing grade-one children at Holy Cross College Kalutara should be a process which reduces or solves the issues that we identified in the current process. So, the new process we designed has solutions for each issue that we find in the as-is process. New implementations and changes which we done to make the new to-be process can be shown as follows;

6.1. <u>Implement computerized system and a database.</u>

One of the highlighted issues in this system is the whole interview process happened twice to interview catholic applicants and then non-Catholic applicants. Since there is a specific proportion to select both applicants, in the new process all the applicants will get the same applications and they will be interviewed at once without having separate interview processes. At the end of the interview process, the selection board can select students for grade one according to the decided proportion.

Computerized system with a database will implement to make the communication more organized, to build more efficient document submission, to make interview date selection automated and to reduce waste and repetitions in the to-be process. Application calling will be advertised not only in churches and catholic newspapers but also in the new process we use the official website of the school, other public newspapers, and social media.

There will be an online portal on the website of the school and both application forms and all the required documents need to be submitted to that online platform. Before starting to fill out the application form, there will be some guidelines which include the list of required documents, instructions to fill in the form, parts of the application form etc.

Since there is a need of more required documents from catholic applicants like certificate of baptism, a letter from parish priest and so on, the application form will design to have more

submission portals to upload additional documents if the relevant applicant is a catholic person.

The completeness of the application can be checked by making questions as required questions since then, applicants cannot skip those questions and they must fill them before going to the next section. At the same time in every section there will be an option to "save" the information in the relevant section. So, if they can even fill half of the application and save it while preparing the required documents.

After completing all the parts of the application form then the applicants will direct to another page where they can choose an available time slot to have the interview. This option will help to reduce the delays that can be happened during the interview process since there is more probability that applicants will come on time to the interview since they choose a convenience time slot for them.

After choosing the time slot, applicant can recheck and change if there are any issues and then they can confirm and submit the application. At the same time applicant can download the application. Each application will have a unique number which will be used to identify the applicant and his parents in further processes. And there is an option where they can track the status of the selection process. This is to improve the transparency of the selection process. The information gathered through the application portal will be automatically saved to a database which is connect with the computerized   system.

All the members who involve in the interview and selection process including principals and members in the interview board will have edit access to both system and database.

After notifying the applicants about whether they are selected or not via an email, we can send them a feedback form to collect their ideas about the whole interview process. This will help to understand and improve the process in future too.

6.2. <u>Main interview process</u>

Following model is the main interview process of to-be process:

https://drive.google.com/file/d/13PndselGUkUqt8hEun45imUpQwu5ntMT/view?usp=sharing
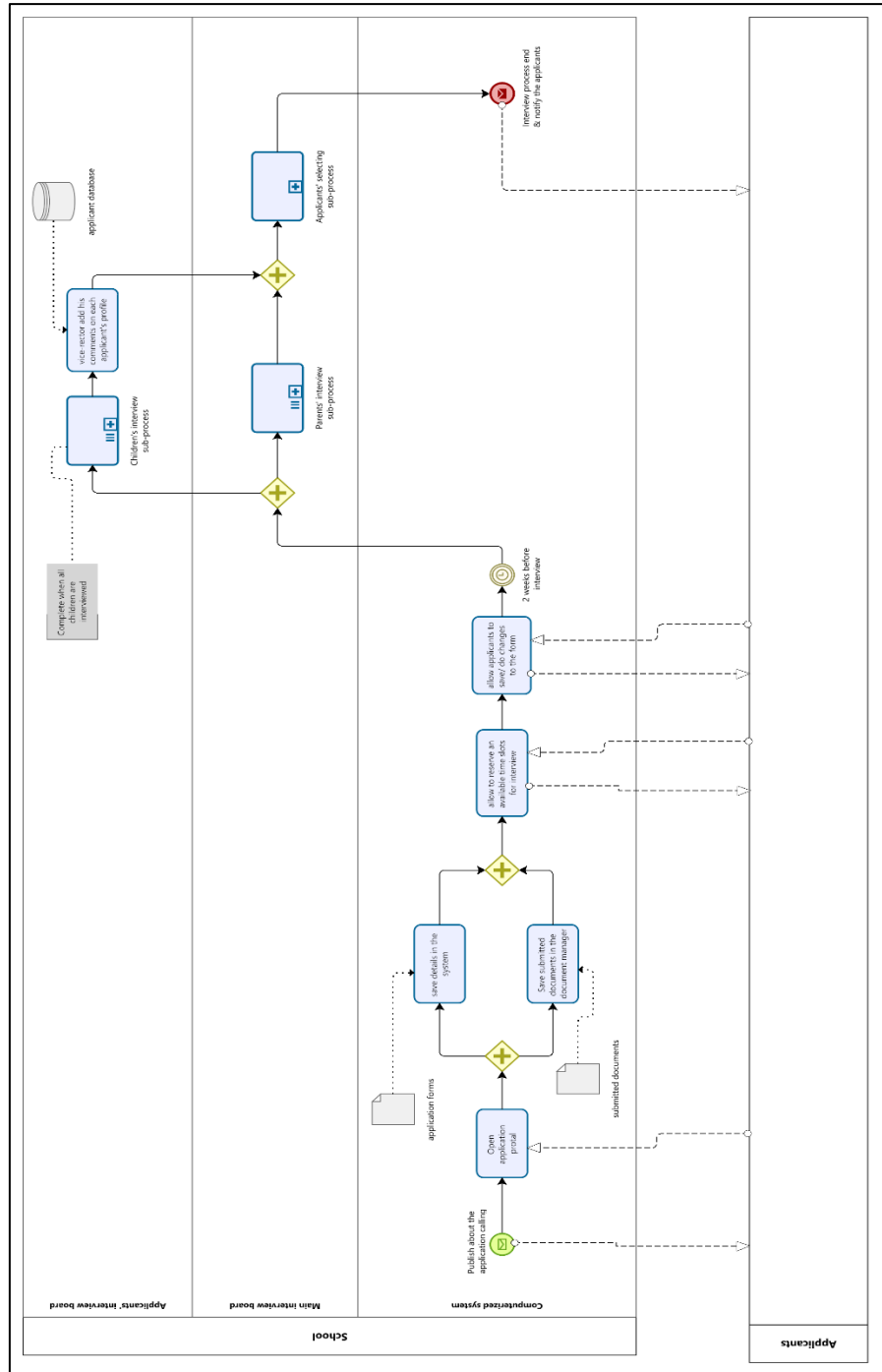
Figure 9: to-be process.

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Since application submission, required document submission, completeness check and book a date and time for the interview will be done through the system, the new process will directly go to the interview process. This will happen after 2 weeks of notifying the people about the application calling.

The whole interview process will be a combination of both children's interview process and parents' interview process. Interviewers will evaluate and add grades for the relevant applicants in the system.

After the interview process, the system will update the database with the grades which are gained by each applicant and his parents. Then the selection process will start.

After the selection process is done, each applicant will notify whether they are selected or not via a message and an email.

6.3. Children's interview sub-process

Following model is the children's interview process of to-be process:
https://drive.google.com/file/d/1JqRhauYD3hLzfMWJnmPjayvJ0ZUU5ICF/view?usp=sharing

Figure 10: children's interview sub-process of to-be process.

In this process also the system will provide interviewers the information about the applicant and a mark sheet to add grades. Since this process is to select children for grade one and there is a structured method to conduct the interview for the students, we cannot change the process as much. In the new process, interviewers will not use any hard copies or document files.

In this process, three to four children will be interviewed parallelly by interviewers, with one interviewer for each child. Interviewers will evaluate the children and add the grade they gain in the mark sheet. At the end of the interview, they can recheck and confirm the mark sheet and after confirming, it will automatically update the relevant fields in the database under each applicant. As with interviewers, the vice-rector can also interview the children and add his comments and ideas in the profile of the child. After this event, the children's interview sub-process will end, and the database will be   updated.

6.4. Parents' interview sub-process

Following model is the parents' interview process of to-be process:
https://drive.google.com/file/d/1TvktQRyYAF8_vgaiopE75SpwHMjqVXkD/view?usp=sharing
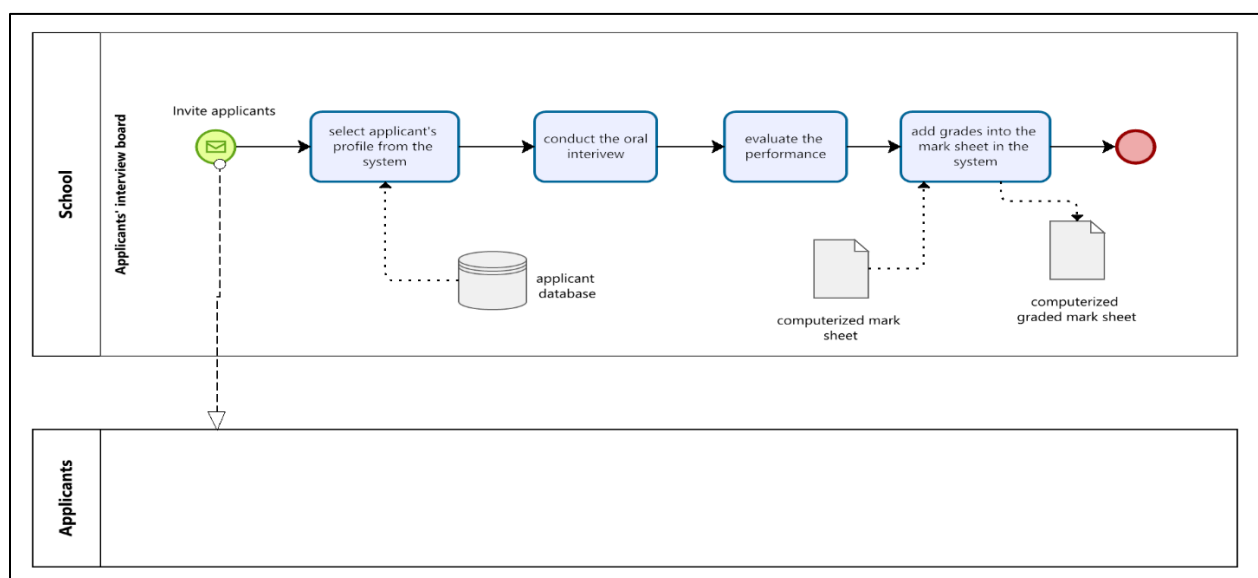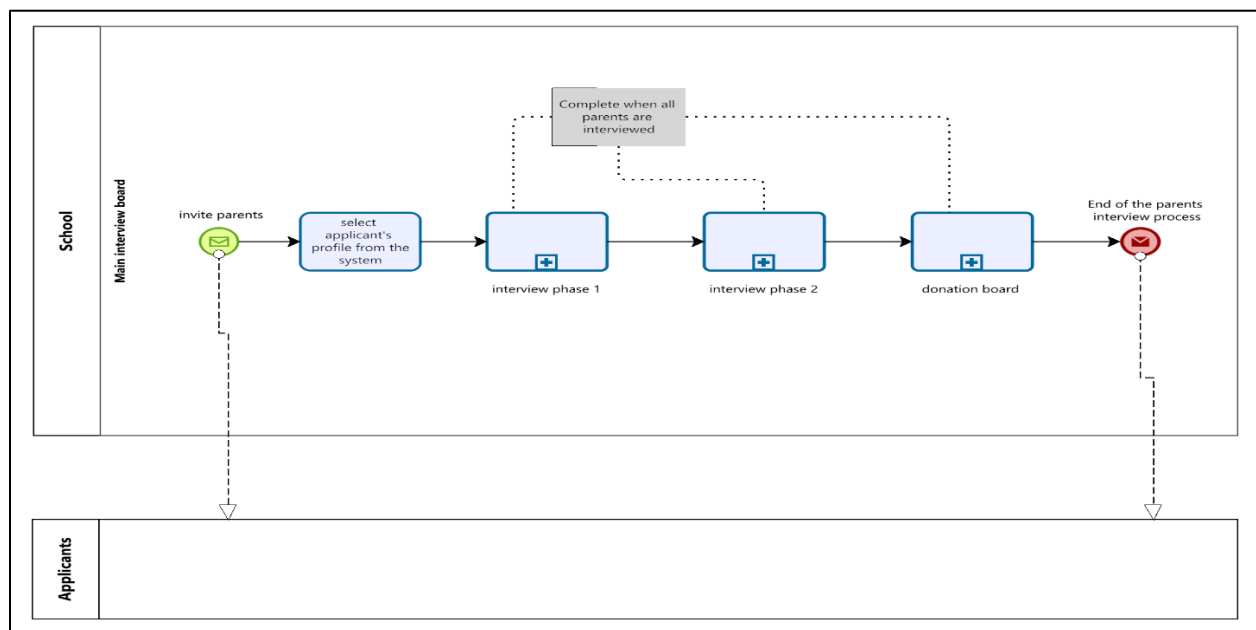

Figure 11:parents' interview process of to-be process.

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In this process also system will provide interviewers the information of the applicant and a mark sheet to add grades for his parents which will automatically update the database after conforming the mark sheet as same as in the children's interview sub-process.

In the current process, only the parents of one applicant are interviewed at once. Since there are three to four applicants interviewed in the children's interview sub-process, interviewing the parents of one applicant at once may cause a delay. To avoid this, we suggest dividing the interview process of parents into two to three phases under different criteria used by the interviewers to grade them and one for donation phase.

Following model shows the sub-process of an interview phase of parents' interview sub-process:
https://drive.google.com/file/d/1EHG825MEjyKfXVujcIdKswIMF1KAat4M/view?usp=sharing
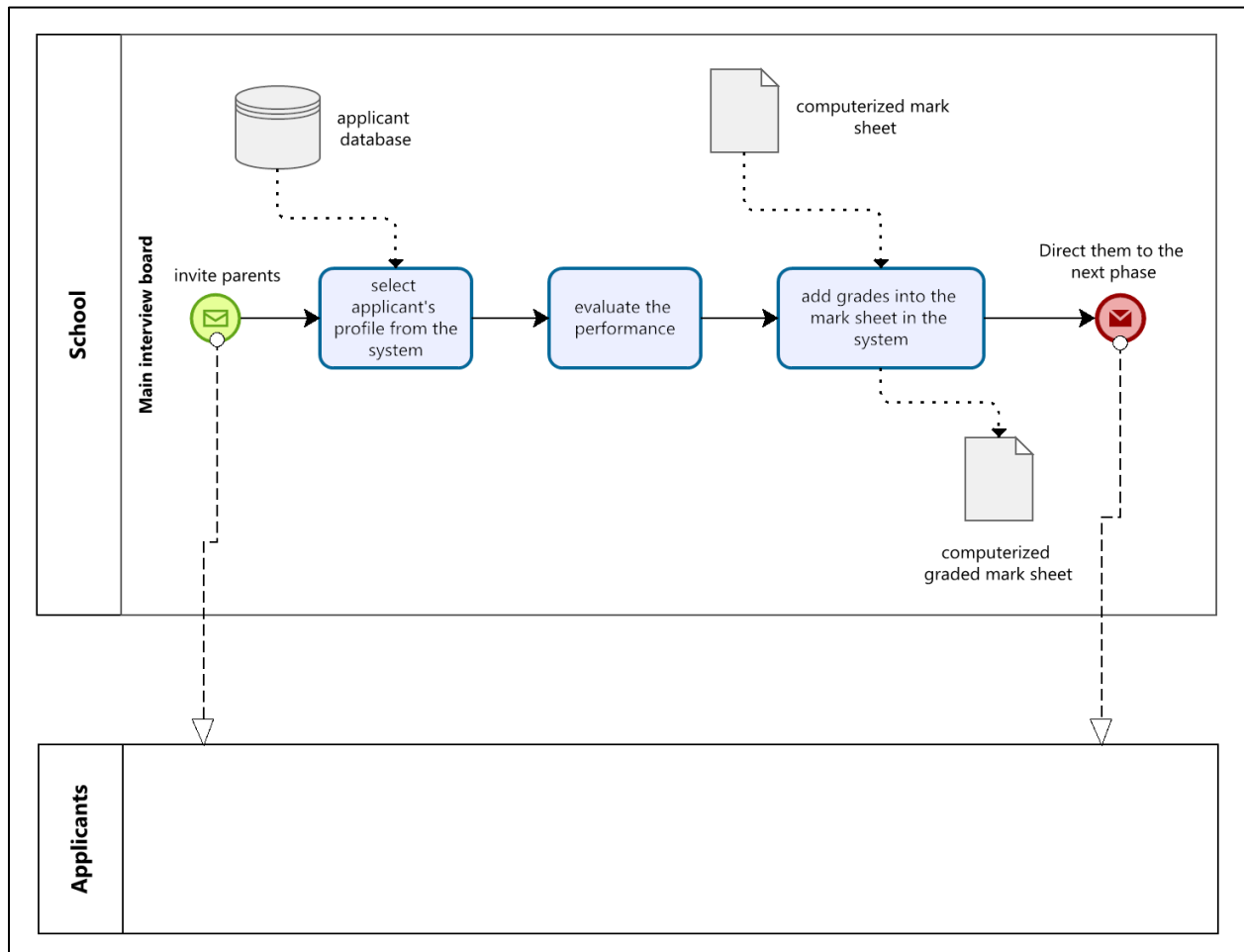
Figure 12: interview phase

By doing this they can interview the parents of three to four applicants at the same time. After evaluating them the grade are added to the mark sheet by interviewers, which will update the database automatically after the parents' interview process.

Here we can use a digital agreement form that parents can fill out with the help of the one who is in charge of the donation board. They can take the signature of a parent by using a signature pad and after finalizing the submission we can give parents an original copy of the agreement by signing the printout of the agreement. In the end the database will be updated by the system automatically.

Following model shows the new donation board sub-process:
https://drive.google.com/file/d/1bbQGa9lpeCVHJ3K62eBD-OAzlDmhzkep/view?usp=sharing
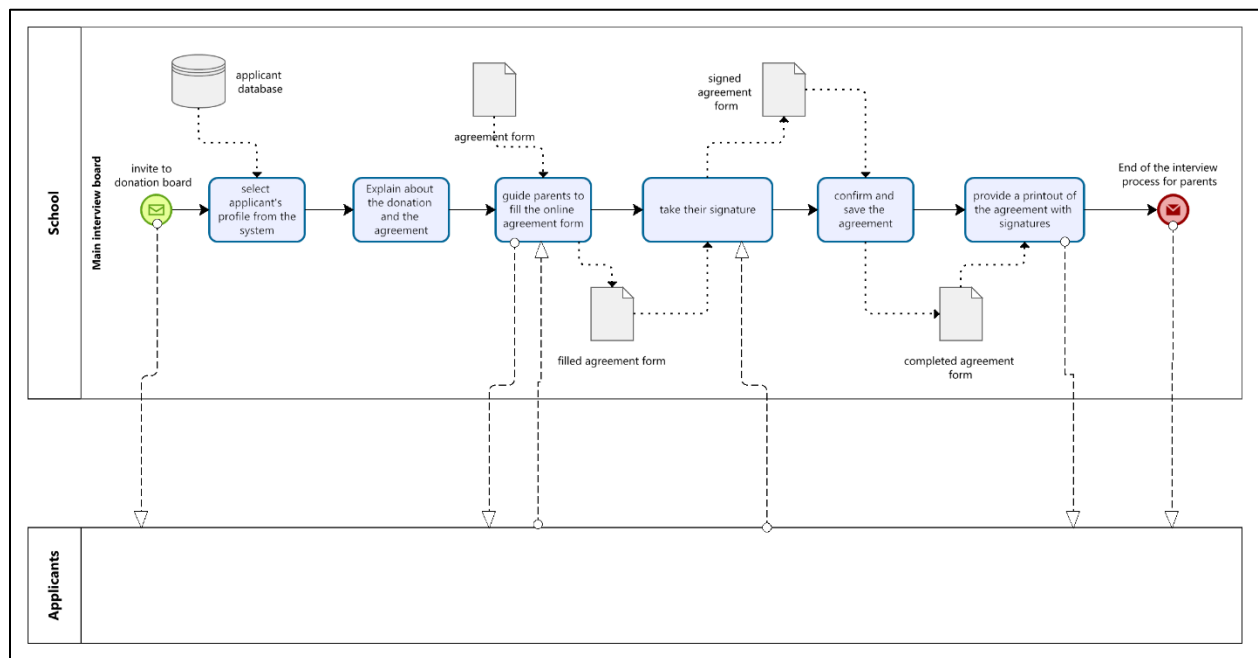
Figure 13:donation board sub-process

6.5. <u>Applicant selecting sub-process.</u>

Following model shows the applicant selecting sub-process:

https://drive.google.com/file/d/130N7xsQi2-xmkdL6rIALCxnlXnkezl8Z/view?usp=sharing
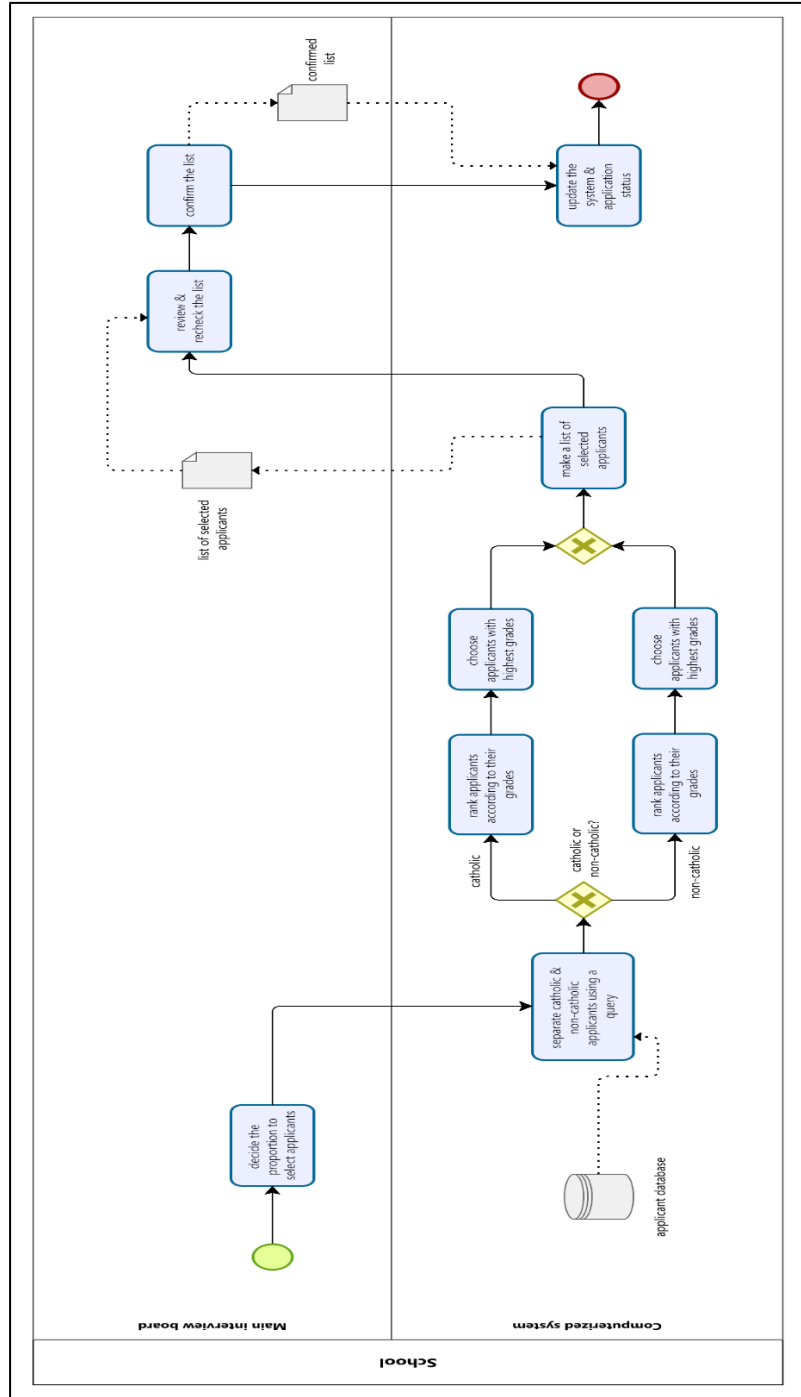
Figure 14:applicant selecting sub-process.

Since we interview both catholic and non-Catholic applicants all together, the selection process of the applicants should be different from the current applicant selection process.

The selection process starts after both applicants' and parents' interview processes end. So, before starts the selecting process, selection board should decide the proportion that they are planning to choose from catholic and non-Catholic applicants.

At the beginning of the selecting process, we need to add a show marker exclusive gate to divide catholic and non-Catholic applicants. After using the updated database, we can select the applicants who have the highest grades up to the allocated proportion.

7. Analysis & Results of To-Be process.

7.1. Quantitative Analysis

7.1.1. <u>Flow Analysis</u> - TPT

According to the flow analysis of the current (as-is) process, there are 10% throughput time efficiency which indicated there are inefficiencies and ineffectiveness based on time utilization. For addressing these issues, we designed new model as to-be process. We already performed flow analysis for the to-be process to ensure that the issues in the current process were properly addressed.

Activity	TPT	Processing time
Open application portal	**1 day**	**20 minutes**
Save details in the system	**2 day**	**1 hour**
Save submitted documents in the document manager	**3 days**	**1 hour**
Allow to reserve an available time slots for interview	**2 days**	**1 hour**
Allow applicants to save/ do changes to the form	**5 days**	**1 hour**
<u>Conduct student interview (sub process)</u>		
Select applicant's profile from the system	1 day	15 minutes
Conduct the oral interview	1 day	1 hour
Evaluate the performance	1 day	15 minutes
Add grades into the mark sheet in the system	1 day	15 minutes
Vice-rector add his comments on each applicant's profile	**1 day**	**30 minutes**
<u>Conduct parents interview (sub process)</u>		
Select applicant's profile from the system	1 day	15 minutes
Evaluate the performance	1 day	15 minutes
Add grades into the mark sheet in the system	1 day	15 minutes
Explain about the donation and the agreement	1 day	20 minutes
Guide parents to fill the online agreement form	1 day	1 hour

Take their signature	1 day	15 minutes
Confirm and save the agreement	1 day	30 minutes
Provide a printout of the agreement with signatures	1 day	15 minutes
Select the applicants (sub process)		
Decide the proportion to select applicants	1 day	1 hour
Separate catholic & non-catholic applicants using a query	1 day	1 hour
Rank applicants according to their grades	0.5 day	15 minutes
Choose applicants with highest grades	0.5 day	1 hour
Make a list of selected applicants	0.5 days	2 hours
Review & recheck the list	0.5 days	3 hours
Confirm the list	0.5 days	2 hours 5 minutes
Update the system & application status	0.5 days	3 hours

Table 4: To-be process TPT table

We calculated the sub-process TPT and TTPT before accessing the overall performance of the designed process.

Sub process	TPT	Processing time
Conduct student interview	**4 days**	**1 hour & 45 minutes**
Conduct parents' interview	**8 days**	**3 hours & 5 minutes**
Select the applicants	**5 days**	**13hours & 20 minutes**

Table 5: to-be process TPT for sub-processes.

<u>Throughput time</u>

In order to find out the average time taken to execute one process instance, we considered activities as open application portal, save submitted documents in the document manager, allow to reserve an available time slots for interview due to apply new technology to update information, allow applicants to save/ do changes to the form, conduct parents interview and Select the applicants**.**

During 6 hours per working day,
TPT = 1 + 3 + 2 + 5 +5 + 8 = 24 days * 6 = 144 working hours

Hence, averagely 144 hours taken to execute one process instance through overall process. Approximately, they spend a month to complete one instance of the grade one students interview process before it spends more than two months.

<u>Theoretical throughput time</u>

The same activities used to calculate the TPT above can be used to find the actual time taken to perform the value adding activities in the process i.e. the total processing time(TTPT).

TTPT = 0.34 + 1 + 1 + 1 + 3.08 + 13.34 = 19.76 hours

Hence, averagely 18.76 hours taken to perform the value adding activities in the grade one students interview process.

<u>Throughput time efficiency</u>

This means the ratio of overall processing time relative to the overall throughput time in the process. Thus, it gives how much spend their time of the process for value adding activities.

TPTE = 19.76/144 = 14%

Hence, averagely they spend only 14% of the total time spent in the process for value adding activities through the process which contributes directly with the output.

- Based on the results, the overall process efficiency increase to approximately 14%. This increase in efficiency suggests that the proposed changes have resulted in a more streamlined and effective process flow. By introducing online platform for grade one students selecting process we eliminate bottleneck in current process. Moreover, there is a significant reduction in the cycle time for several activities and these changes aims to streamline the process and minimize unnecessary delays for addressing as-is process issues. Also, the designed to-be process eliminates certain activities present in the as-is process by introducing computerized system. For example, the activity of notifying to handover incomplete documents have been removed in order to improve efficiency in the process.

- Overall, the comparison of the two process analyses highlights the improvements made in the "to-be" process to address the issues identified in the "as-is" process. The changes aim to reduce cycle time, optimize processing time, eliminate redundancies, and ultimately improve the efficiency and effectiveness of the process.

7.1.2. <u>Flow Analysis</u> – Little's Law

Little's Law is a simple way to show the efficiency of the process/ queuing system. It indicates the average number of people in a process at a given point of time. This can be calculated using the following formula;

$$\textbf{WIP} = \lambda \textbf{ * TPT}$$

λ = 1/5mins = 12/hr (as we asked from the members in the interview board, they need nearly 15 mins to interview one pair of parents. Since in the to-be process we divide the whole process into 3 phases we can allow them to interview 3 pairs of parents at the same time in different phases and also since we allow parents to select their own interview slots, which each slot is 5mins, there will be only 1 pair of parents arrive in 5 mins of time. So that, during 15 mins of time 3 pairs of parents can be interviewed, allowing each pair of parent a total time of 15mins.)

WIP = 12 * 114
WIP = 1, 368 ≈ 57

So, the average number of people in the process can be calculated as 57 in the new process which is a reduce of 438 days. This value is lower than the Little's Law value that we calculated for As-Is process and we can conclude that the efficiency of the new To-Be process is increased by 88.48%.

7.2. Qualitative Analysis

7.2.1. <u>Value-Added Analysis</u>

The following key findings can be used to identify value-added analysis of this to- be process.

- Open application portal, save details in the system and save submitted documents in document manager and selects applicant were identified as value-added activities. These activities give value to the organization and customer(applicant) by submitting necessary documents and selecting necessary applicant.

- Interviews conducted with students and parents were also recognized as value-added activities which provide an opportunity to assess the suitability and readiness of the application.

Overall, these activities contribute to a more efficient, organized, and user-friendly registration process. They help streamline administrative tasks, improve data management, enhance applicant experience, and enable the school to make informed decisions during the selection process. Also using computerized base registration process helps to overcome wastage such as transportation, over processing and waiting. By eliminating the need for physical paperwork, the to- be process willing to reduce the transportation wastage.

8. <u>Conclusion</u>

As a result of the evaluation of the grade student's interviewing process in Holy Cross College Kalutara, it has become able to design a selection procedure that will be more successful and efficient. A thorough comprehension of the current process and the development of ideas for a future process that is more streamlined have been made possible by the combination of both qualitative and quantitative analysis.

The analysis identified several issues with the current process. Unstructured communication, ineffective documentation submission, opaque application evaluation, manual scheduling of interviews which caused delays, and numerous wasteful activities were among the problems found. These results emphasize the necessity for a methodical approach to solve these issues and improve the overall application process for candidates.

A proposed "to-be" process has been developed for addressing these problems. The suggested changes involve setting up transparency of the status of the applications and, the automation of the interview scheduling procedure, and optimizing document transportation to cut down on waste.

They also include streamlining the document submission procedure by making use of straightforward instructions and a web-based application submission system. These stages are intended to simplify the selection procedure, get rid of procedures that are not necessary, and improve the process' overall efficiency.

Holy Cross College Kalutara can make the grade one interview procedure of applicants more efficient as well as transparent by putting the suggested changes into practice. These changes will not only enhance the application process for candidates but also sustain the college's commitment to providing high-quality instruction and fostering the intellectual and moral development of its pupils. Additionally, these improvements will help the college maintain its standing in the community as a leading educational institution.

9. <u>Recommendations</u>

1. Implement a centralized system of communication to give candidates accurate and consistent information.

2. By using an online system, digital document management and detailed instructions, they can streamline the document submission procedure.

3. Establish transparent evaluation standards and inform applicants of the status of their applications.

4. Automate interview scheduling to reduce delays and boost productivity.

5. By enhancing document flow and deploying digital solutions, identify and get rid of process waste.

6. Provide a training to the user who use the system since they need to have a clear knowledge and well-equipped skills to make the process more efficient.

7. Continuous monitoring and improvement of the system is needed to maintain and implement changes according to the requirements.

By putting these suggestions into practice, Holy Cross College Kalutara could enhance the selection process for grade one students, improve the application experience, and provide more effective and open procedures all around.

10. References

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Queensland University of Technology. (2017). *Fundamentals of BPM – Part 2: Process analysis and redesign (Quantitative Process Analysis)*. From BPM tips: https://bpmtips.com/fundamentals-of-bpm-part-2-process-analysis-and-redesign-quantitative-process-analysis/

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Wasana Bandara, M. I. (2007). Major Issues in BPM Major issues in Business Process Management: an Expert Perspective. *Proceedings of the Fifteenth European Conference on Information Systems, ECIS 2007*, 1240-1251. .

11. Appendices

11.1.   To-be process model bizagi file:

https://drive.google.com/file/d/17iy8uDxsoLVrv_-n_OIvJHrhZMp9JWvc/view?usp=sharing

11.2.   As-is process model bizagi file:

https://drive.google.com/file/d/1dXkgPA6JbSQSiThXWLrpplD3ZhAWo6x0/view?usp=sharing

11.3.   Advertisement published in churches and catholic newspapers.

ISSUING OF APPLICATIONS FOR GRADE ONE CLASSES OF 2024 IN CATHOLIC PRIVATE SCHOOLS AND CATHOLIC INTERNATIONAL SCHOOLS IN THE ARCHDIOCESE OF COLOMBO

N.B. Application will be issued only to parents (Either Father or Mother)

Most of the Schools request the following Common Requirements. You are advised to have them ready with you. Obtain more details from the relevant schools.

- Child's Birth Certificate
- Child's Baptismal Certificate
- If a Past Pupil - Membership Card
- Family Book

- If a brother/sister attends school – A photocopy of the record book page with the photo to be presented

- Church Marriage Certificate of the Parents
- Parent's Identity Cards

No	School	Dates / Other Requirements	Time
1.	Holy Cross College – Gampaha	02nd to 04th February 2023	08.00 a.m. to 12.00 noon
2.	Holy Cross College – Kalutara	06th to 08th February 2023	08.00 a.m. to 12.00 p.m.
3.	St. Benedict's College – Colombo 13	11th, 18th and 25th February 2023	09.00 a.m. to 12.00 noon
4.	Holy Cross College – Kalutara, Payagala Branch	13th and 14th February 2023	08.30 a.m. to 12.00 noon
5.	St. Bridget's Convent – Colombo 07	14th to 17th February 2023	08.30 a.m. to 09.30 a.m.
6.	St. Joseph's College – Colombo 10, Wattala Branch	15th, 16th, 17th February 2023	08.30 a.m. to 01.30 p.m.
7.	Maris Stella College – Negombo, Thimbirigaskatuwa Branch	15th,16th,17th and 20th February 2023 – Catholics 18th February 2023 – Non Catholics	08.00 a.m. to 12.00 noon
8.	Good Shepherd's Convent – Colombo 13	16th February 2023 • Good Shepherd Convent Montessori Children • Children who have sisters in the School • Children of Members of the Past Pupils' Association • Children of Non-members (Minimum 5 consecutive years) of Past Pupils Association (School Leaving Certificate) 17th February 2023 • All other Children	08.00 a.m. to 09.00 a.m.
9.	Christ King College – Pannipitiya, Weliveriya Branch	16th and 17th February 2023	08.00 a.m. to 02.00 p.m.
10.	Loyola College – Negombo, Bopitiya Branch	16th and 17th February 2023	02.00 p.m. to 04.30 p.m.
11.	Holy Family Convent – Colombo 04	16th February 2023 – Past Pupils / Sisters in the School 17th February 2023 – Children of Catholic Parents	08.00 a.m. to 04.00 p.m.
12.	Our Lady of Victories Convent – Moratuwa	16th and 17th February 2023 – Catholics 01st to 15th February 2023 – Non Catholics / Buddhists – (Send in their own applications	02.00 p.m. onwards
13.	St. Joseph's College – Colombo 10	17th, 18th, 20th, 21st and 22nd February 2023	09.00 a.m. to 01.00 p.m.
14.	Maris Stella College – Negombo	18th February 2023	09.00 a.m. to 12.30 p.m.
15.	St. Lawrence's Convent – Colombo 06	18th February 2023 – All Catholic Children 18th February 2023 – Non-Catholics (St. Lawrence's Montessori, Past Pupils and Sisters of Student of St. Lawrence's)	07.30 a.m. to 12.00 noon 01.00 p.m. to 03.00 p.m.
16.	De Mazenod College – Kandana	18th February 2023 19th February 2023 25th February 2023	08.30 a.m. to 01.00 p.m. 09.30 a.m. to 01.00 p.m. 08.30 a.m. to 01.00 p.m.
17.	Loyola College - Negombo	20th to 24th February 2023	09.00 a.m. to 01.00 p.m.
18.	**St. Thomas' Catholic International College – Seeduwa**	20th to 24th February 2023	09.00 a.m. to 12.00 noon
19.	**St. Nicholas' International College – Negombo**	20th to 24th February 2023	07.30 a.m. to 03.00 p.m.
20.	St. Peter's College – Colombo 04, Gampaha Branch	20th to 23rd February 2023 – Catholic / Non-Catholic Children	02.00 p.m. to 04.00 p.m.
21.	St. Peter's College – Colombo 04	20th February 2023- Children of the Old Boys / Brothers in School 21st to 24th February 2023 – For Roman Catholic Children	09.00 a.m. to 12.00 noon
22.	St. Joseph's Boys College – Nugegoda	21st to 24th February 2023	08.00 a.m. to 03.00 p.m.
23.	St. Peter's College – Colombo 04, Negombo Branch	21st, 22nd, 23rd and 24th February 2023	08.00 a.m. to 01.00 p.m.
24.	Holy Family Convent – Kalutara	21st to 23rd February 2023	02.00 p.m. to 04.00 p.m.
25.	**St. Nicholas' International College – Pelawatte**	21st to 25th February 2023 – For all grades	08.30 a.m. to 01.00 p.m.
26.	Christ King College – Pannipitiya	22nd to 24th February 2023	08.00 a.m. to 12.00 noon
27.	Good Shepherd Convent – Panadura	23rd February 2023 – All Catholic Children 24th February 2023 – Non-Catholics	10.00 a.m. to 01.00 p.m.
28.	St. Joseph's College – Colombo 10, Negombo Branch	27th February to 01st March 2023	08.30 a.m. to 01.30 p.m.
29.	St. Sebastian's College – Moratuwa	01st to 03rd March 2023	08.30 a.m. to 12.30 p.m.
30.	Ave Maria Convent - Negombo	04th March 2023 – Ave Maria Montessori Children, Past Pupils, Sisters in School 11th and 18th March 2023 – Other Applicants	08.00 a.m. to 01.00 p.m.
31.	Holy Angels Girls School – Payagala	19th March 2023	09.30 a.m. to 01.30 p.m.
32.	Bolawalana Ave Maria Convent, Akkarapahana - Negombo	21st to 23rd March 2023	12.30 p.m. to 03.00 p.m.

1. Only one copy of a document is sufficient when obtaining such from the Parish Priest as the same document can be produced at different schools. Photocopies of the originals are sufficient to attach with the application as the originals could be produced at the interview.
2. Beware of fraudulent persons who ask money to admit your child to a school. Admissions are done under the direct supervision of the principal and no outsider can influence them. If possible, report such persons to this office.
3. Due to the heavy demand to the Catholic Private and International Schools, the parents are adviced to refrain from applying to only one school but to apply to several including vested Catholic schools.

Rev. Fr. Gemunu Dias - General Manager of Catholic Private Schools (W.P.)

11.4. Application form

Holy Cross College - Kalutara
Application for Admission to Grade 01 - 2024

Application No: 2024/099

FOR OFFICE USE ONLY	Passport size Photograph of Child
Date of Interview / / Time am/pm	
Remarks :	
Rev. Fr. Rector	

PLEASE FILL IN BLOCK CAPITALS
TICK WHAT IS APPLICABLE

Religion		Race	History	Preferred Medium
☐ Catholic	☐ Hindu	☐ Sinhala	☐ Past Pupil	☐ Sinhala
☐ Christian	☐ Muslim	☐ Tamil	☐ Brothers in school	☐ English
☐ Buddhist	☐ Others	☐ Others	☐ Others	

PARTICULARS OF THE CHILD

1. Full name

2. Date of Birth   [D][D] [M][M] [Y][Y][Y][Y]   Age on 31st January, 2024
3. Date of Baptism [D][D] [M][M] [Y][Y][Y][Y]   [Y][Y] [M][M] [D][D]

4. Place of Baptism : ....

5. Name and Address of the Pre-School : ....
....

6. Medium of Instructions in Pre-School: ☐ Sinhala ☐ English   7. No. of Years in Pre-School [____]

PARTICULARS OF THE PARENTS

8. Father's Full Name : ....

9. Mother's Full Name : ....

10. Permanent Address : ....
....

11. Married in the Church: ☐ Yes ☐ No   Date: [D][D] [M][M] [Y][Y][Y][Y]

12. Place of Marriage : ....

		Father		Mother	
13.	Religion				
14.	Race				
15.	Date of Birth				
16.	NIC No.				
17.	School Attended				
18.	College activities in which you were involved				

Tick what is applicable

		Father		Mother	
19.	Educational Qualifications –	G.C.E. O/L		G.C.E. O/L	
		G.C.E. A/L		G.C.E. A/L	
		Degree		Degree	
		Any other		Any other	
20.	Professional Qualifications -	Diploma		Diploma	
		Post - Graduate		Post - Graduate	
		Masters		Masters	
		PhD		PhD	
		Any other		Any other	
21.	Employer/Name of the Company				
22.	Address of the Company				
23.	Occupation				
24.	Designation				
25.	Office Phone No.				
26.	Personal Mobile No.				
27.	Personal WhatsApp No.				
28.	Personal Email Address				

29.   **BROTHERS ATTENDING THIS SCHOOL**

Name **ONLY BROTHERS (NOT COUSINS)** of the child, attending the School at present

	Name	Present Grade
I		
II		
III		
IV		
V		

PARTICULARS OF YOUR PARISH (IF YOU ARE A CATHOLIC / CHRISTIAN)

30. Name of the Parish ....

31. No. of Years in this Parish ....

32. Name of the Parish Priest/Pastor: ....

33. Involvement in Parish Activities : ....

PARTICULARS OF THE PAST PUPIL

34. Number of Years in HCC : [   ]   35. Year of Joining the College: [   ]

36. Year of leaving the College : [   ]

37. State activities in which you participated: ....

38. As a Past Pupil state how you have upheld Traditions and Loyalty to School:

....

....

YOUR FUTURE COMMITMENT

39. **Why have you chosen a Catholic School to admit your child?**

....

....

40. **Why have you chosen this School to admit your child?**

....

....

41. **How do you propose to support the School in the future?**

....

....

I hereby declare that the aforesaid particulars given by me are true and correct. If any information is found to be incorrect, I am fully aware that the application will be rejected. Even after the admission of the child, if any particulars given by me are found to be incorrect, I hereby agree to remove my child immediately from the school.

....
Date   Signature of the Father   Signature of the Mother

Guidelines Regarding the Application Form

1. All relevant particulars must be filled. Failure to do so could **result in rejection of your application.**
2. The issuance of applications and the interviews are **no guarantee of admission.**
3. You are strongly advised to **apply to other schools as well** since we cannot guarantee admission as there are only a limited number of vacancies.
4. Please note that the letters of appeal or telephoning the College or individuals in the case of a rejected application **will not guarantee a reply.**
5. The Rector's decision in all matters will be final.
6. Please note that if the above instructions have not been adhered to, **your Application runs the risk of being rejected without notice.**
7. The application form must be duly filled up and returned together with all the supporting documents specified herein, to the College Office **by hand** on the 9th or 10th of February, 2023 between 8.00 a.m. and 12.00 noon.

   I have read and understood the above conditions and agree to abide by them.

....
Date   Signature of the Father   Signature of the Mother

Supporting Documents

Note : All documents (originals) must be submitted with photocopies

1. Certificate of Baptism of the child.
2. Certificate of Birth of the child.
3. Marriage Certificate of the parents issued by the Parish Priest.
4. Letter of Recommendation from the Parish Priest.
5. Educational Certificates of parents - GCE O/L / G.C.E. A/L / Degree
6. Professional Qualifications of parents - Diploma / Post - Graduate / Masters / PhD
7. Confirmation of Employment and Designation of Parents.
8. Certificate of Business Registration (If engaged in business)
9. Two stamped envelopes (9"×4") for Registered Post (Stamps Rs. 110 each).

For office use only

Necessary documents	For office use only	
	Submitted	Not Submitted
1. Certificate of Baptism of the child.		
2. Certificate of Birth of the child.		
3. Marriage Certificate of the parents issued by the Parish Priest.		
4. Letter of Recommendation from the Parish Priest.		

5. Educational Certificates of parents.

		Submitted	Not Submitted
Father :	GCE O/L		
	G.C.E. A/L		
	Degree		
Mother :	GCE O/L		
	G.C.E. A/L		
	Degree		

6. Professional Qualifications of parents.

		Submitted	Not Submitted
Father :	Diploma		
	Post – Graduate		
	Masters		
	PhD		
Mother :	Diploma		
	Post – Graduate		
	Masters		
	PhD		

7. Confirmation of Employment and Designation of Parents.

	Submitted	Not Submitted
Father		
Mother		

8. Certificate of Business Registration (If engaged in business)

11.5.   Receipt issue after parents' handover the required documents

HOLY CROSS COLLEGE - KALUTARA

Application No.   :   170

Full Name   :   ....
                                      ....

Requested Medium of Study :   Sinhala Medium : ☐   - English Medium : ☐

....
Signature of the Father / Mother / Guardian

11.6.   Check list which the relevant member of the interview board use when taking the required documents.

030

1. Certificate of Baptism of the Child   ☐
2. Birth Certificate of the Child   ☐
3. Marriage certificate of the parents.
    Issued by the Parish Priest.   ☐
4. Catholic Family Book of the Parish.   ☐
5. Requested Medium of Study.
    S.M. ☐   E.M. ☐

Checked, Please Issue the application.   ....
                                              Signature