

## Abstract

There are three levels of performance discussed in organizational behavior management (OBM): (a) the organization level, (b) the process level, and (c) the job/performer level. Among these three levels of performance, individuals often focus least on the process level – which is the level that explains “how” work gets done. However, if the processes are not effective, workers cannot complete tasks adequately, regardless of the contingencies applied by an organization. One way researchers can evaluate the process level is through the use of systems analysis. The purpose of the present study was to utilize process mapping to help identify the disconnects and redundancies in the faculty hiring process within a university and to help establish how much time can be saved by making each recommended improvement. The results indicated that systems analysis at the process level could benefit academic settings as much as it can benefit businesses.