

THE ROUTE TO PROJECT SUCCESS



AUTOMATION OF MORTGAGE APPLICATION SYSTEM

Client: First National Bank



(FNB)
Financial Services

Duration: 6 Months

Location: Johannesburg, South Africa

- Features:**
- National systems Project
 - Successful automation of critical system
 - Involved training and up-skilling of staff

Background

Johan Steenkamp was Program Manager of the FNB Home Loans project, which entailed transitioning the company’s paper-based, largely manual mortgage application system to an automated, electronic system.

The existing system could not carry the high volume of home loans and applications processing approval took longer than was acceptable. In addition, manual filing meant that information sometimes got lost or misfiled. A large portion of the process comprised the filing and multi-year storage of hard copies of securities documents, as required by law. This made the South African document storage company, The Document Warehouse, one of FNB’s largest service providers.

Ultimately, the system required a large workforce, which increased the potential for occurrence of human error.

Solution

FNB selected the business process management application AWD® (Automated Workflow Distributor) from DST International, which ran on an Oracle platform, as its new commercial credit application management system. Johan was responsible for the overall project of integrating AWD® into the existing system of FNB, including processing of mortgage applications, credit checking, valuations, and securities documents filing. This involved hundreds of staff members, whose job descriptions and functions had to be changed.

As a result, a dedicated Change Management Manager, a training team for testing of competency on the new system, and work health experts to help staff with the transition, formed part of the team reporting to Johan. Experts on coding were brought in from Europe to assist, and a dedicated Project Manager dealt solely with the issue

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of transferring securities documents to electronic format.

Contact

Outcomes

The end goal of the new system was that applications would be processed in a turnaround time of 12 hours from start to completion. This involved:

- Applications submitted by fax
- Applications received
- Documents scanned and entered into AWD®
- Data verified
- Credit evaluated
- Decision made for approval or rejection
- Response communicated to the client

This objective was achieved once the initial backlog of applications was dealt with. An additional outcome was that many FNB Home Loans' staff members were retrained or had their skills upgraded, and there was a reduction in overall staff numbers. Nevertheless, processing time decreased and, concomitantly, the quantity of processed applications increased significantly.

Client comment

"Implementing a technological solution was in itself a challenge. On top of that, this project had a significant impact on hundreds of employees and many thousands of clients. It was imperative that it was done effectively and on time, and that the change impact was dealt with. We were satisfied that this was indeed the case and that the business could move forward and meet its operational targets."

– Mr. Willie Pretorius, former CIO of FNB Home Loans

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