

Baby Steps – Towards the Process Organization



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Common Questions



- How can we effect process management in our organization?
- What do we need to do to get everybody thinking process, and thinking about it in a uniform way?
- What's the formula for business process management success?
- What are the steps to business process management nirvana?

The Challenge:

Unpredictable and Immeasurable delivery of IT products and services

- Value (“What is IT doing to create business value?”)
- Schedule (“IT is never on schedule.”)
- Budget (“IT always exceeds budget.”)
- Scope (“IT does not deliver what we need.”)
- Quality (“IT delivers defective products.”)
- Metrics (“How does what IT measures affect me?”)

Solution: Implement a proven structure – set of Business Processes – to deliver consistent, predictable, measurable results for delivery of IT products and services.

1 Preparation



Vision

- Changing the organizational structure and processes is not enough

- Need to instill values and behavior



Mission

- Develop a collective sense of responsibility and common understanding of customer needs

- Paradigm shift from Systems to Service Management

- Make responsibilities overlap departments

- Base rewards on unit or team performance

2 Understanding

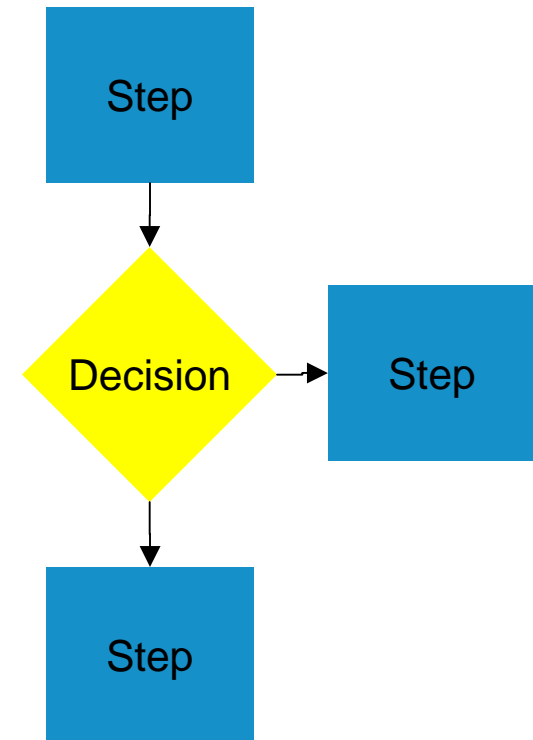
Where are we now?

- Current business processes
- Current performance and measurement data
- Identify customers and needs assessment
- AS-IS process

2 Understanding

What is a Flowchart?

- A Flowchart is a diagram that uses graphic symbols to depict the nature and flow of the steps in a process



Every process has

1. Inputs
2. A sequence of steps
3. Outputs
4. Cycle Times

2 Understanding

When should you use a Flowchart?

- Promote understanding of a process by explaining the steps pictorially.
 - A flowchart can help you gain agreement about the sequence of steps.
 - One good flowchart can replace pages of words.
- Provide a tool for training employees.
 - Flowcharts can be very helpful in training employees to perform the process according to standardized procedures.

2 Understanding

When should you use a Flowchart?

- Identify problem areas and opportunities for process improvement.
 - Once you break down the process steps and map them, problem areas become more visible.
 - It is easy to spot opportunities for simplifying and refining your process by analyzing decision points, redundant steps and rework loops.
- Depict customer relationships
 - Helping the process resources to understand who their customers are.

2 Understanding

Process Model

- An activity-based, schematic picture(s) used to describe a process being studied.
- It outlines a sequence of actions that allow a reviewer to examine how activities in a process relate to each other.
- It helps you uncover sources of delays, bottlenecks, rework and other pitfalls.
- It also show improvement and allows for assigning measures

3

Direction

How do we get there?

- Process scope, feasibility, and impact statements
- Roles – Service Delivery Manager, Service Desk
- Relationships – Service Desk, Incident Mgmt, Change Mgmt, Configuration Mgmt, etc
- Benchmarking, Best Practices
- Objectives, Activities, Inputs, Outputs
- TO BE process
- Value/Non value added
- Characteristics of a good process
- Process design issues

3

Direction

- **Objectives**

- To restore service operation within defined timeframe

- To provide minimum disruption to the business and our customers

How do we get there?

- **Activities**

- Record

- Classification

- Diagnosis

- Restoration

- Closure

- Report

3

Direction

How do we get there?

- **Inputs**

- Incident details
- Configuration details
- Scripts
- Problems / Known errors
- Resolution details
- Forward schedule of changes

- **Outputs**

- Escalation to support
- Defined work arounds
- Resolved and closed Incidents
- Communication to customers / team
- Reporting to management

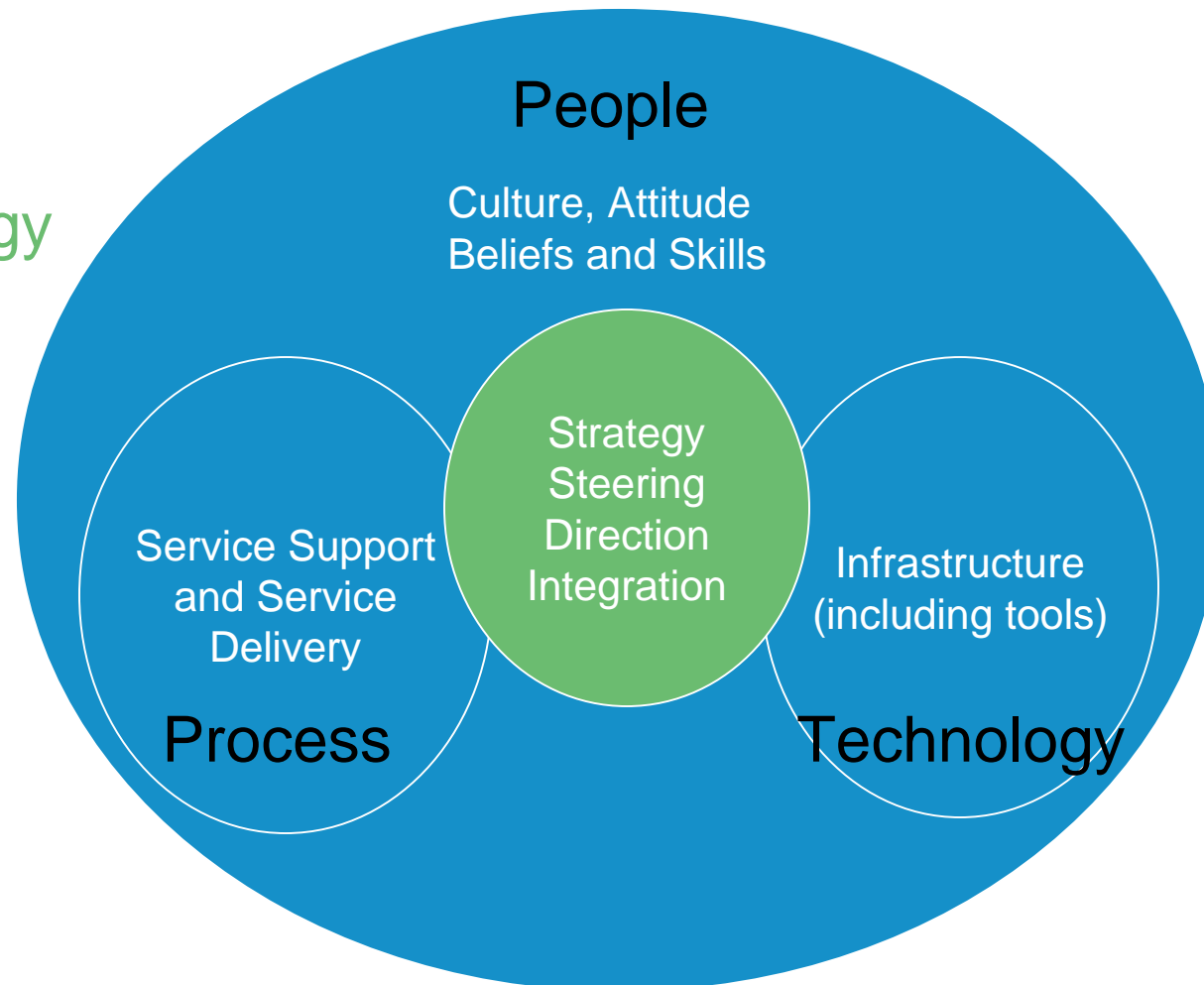
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Redesign – Technical & Human Process

How do we
get there?

- People
- Process
- Technology



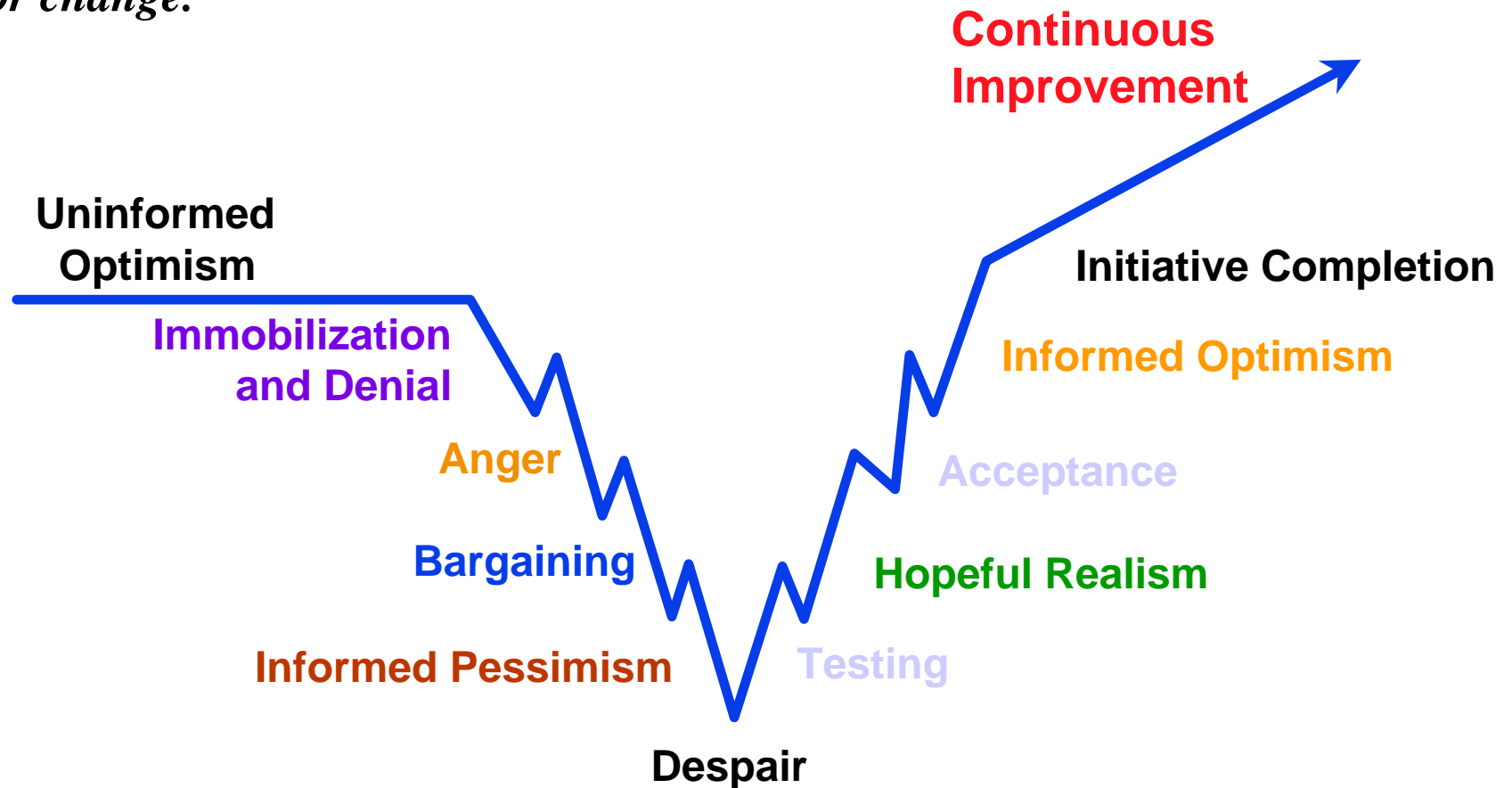
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How do we
get there?

Redesign – Human Process

There is a predictable drop-off due to the implementation of new processes and systems. The response is a natural reaction to major change.



6 Implementation

How do we get there?

- Overall implementation plan for new TO BE process
- Stakeholder issues resolution
- Business system integration
- People evaluation, selection, testing
- Pilot testing, tracking, evaluation, modifying
- Certification
- TO BE implementation

7

Review / Operate / Maintain

Are we improving?
Did we get to where we
wanted to be?

- Process Ownership
- Monitor Process – Stakeholder feedback
- Adjust process as required – Continuous Improvement
- Monitor Performance – Define Key Metrics and process measurement points
- Conduct Continuous Training and Support programs
- Service Level / Operational Level Agreements

7 Review / Operate / Maintain

Reporting - Key Metrics

Service Level Report

- Average speed of call / email answer
- 1st contact resolution
- Downtime
- Number of repairs, installs, moves
- Distribution of response times and avg response times in each priority
- Number of problems outstanding beyond target time in each priority

Are we improving?
Did we get to where we
wanted to be?

Keeping in mind



- Change is constant
- Adaptability in times of change requires process excellence
- What you are embarking on is for the greater good
- Continuous improvement