

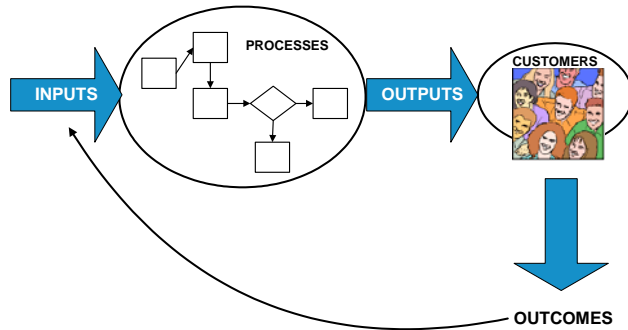
What is a Process?

A process is a series of activities or steps involving people, equipment, procedures, and material that produce a product, service, or other output, to obtain a desired outcome.

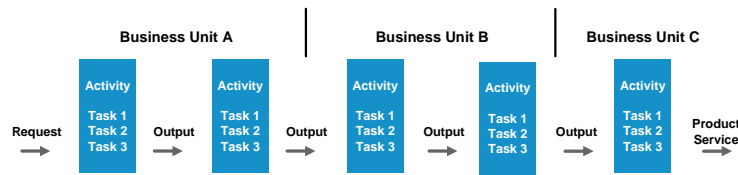
Every process has

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

System – Group of Related Processes

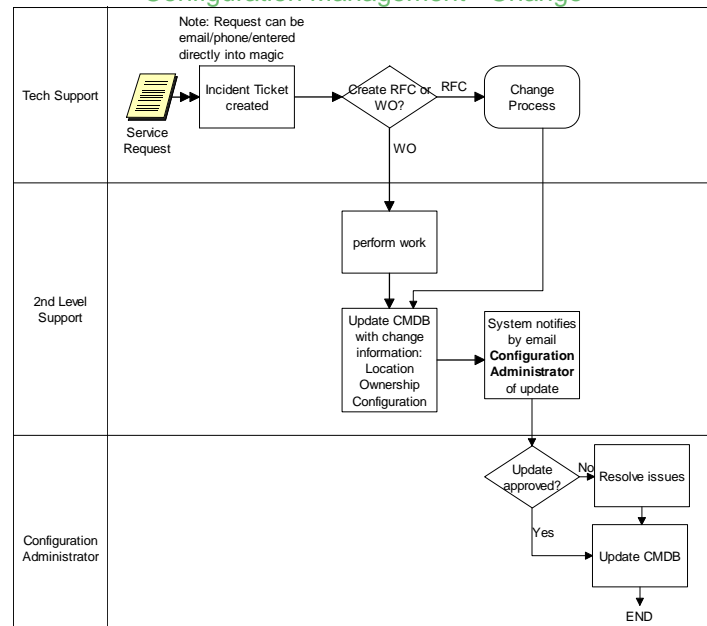


Process is a Continuous Flow



In a process, one person's or one's function's output is another's input.

Configuration Management - Change



What is Business Process Management?

Process Management is a management approach that focuses on improving business performance by improving process performance. It focuses on planning and administering the activities necessary to achieve a high level of performance in a process and identifying opportunities for improving quality, operational performance and ultimately customer satisfaction. It involves design, control and improvement of key business processes.

Why the Interest in Business Process Management?

- Customer & Stakeholder Focus
- Efficiency: - Delivering more, better, faster and cheaper
- Transparency: - Consistently knowing the outcome of your processes
 - Having visibility into obstacles
 - Having the means to assess and improve
- Agility: - Ability to adapt quickly to changing community challenges
 - Ability to shift goals or get into new areas by providing the enterprise with the ability to quickly and efficiently create new business processes

Business Change – Common Sense must Win the Day

- Business change must be performance driven
- Business change must be stakeholder based
- The Business must be segmented along business process lines to synchronize change
- Business processes must be managed holistically
- Process renewal initiatives must be conducted from the outside in (Customer's View)
- Business change is all about people
- Business change is a journey, not a destination

Process Model

Why use it?

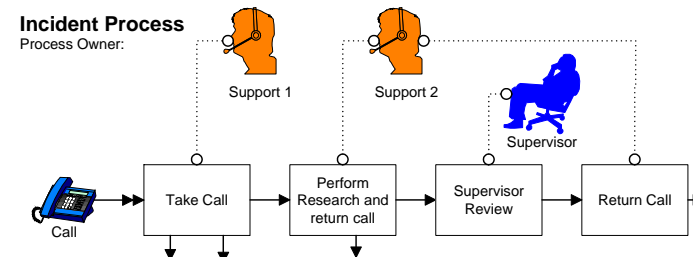
To allow a team to identify the actual flow or sequence of events in a process that any product or service follows.

What does it do?

- Shows unexpected complexity, problem areas, redundancy, unnecessary loops, and where simplification and standardization may be possible
- Compares and contrasts the actual versus the ideal flow of a process to identify improvement opportunities
- Allows a team to come to agreement on the steps of the process and to examine which activities may impact the process performance
- Identifies locations where additional data can be collected and investigated
- Serves as a training aid to understand the complete process

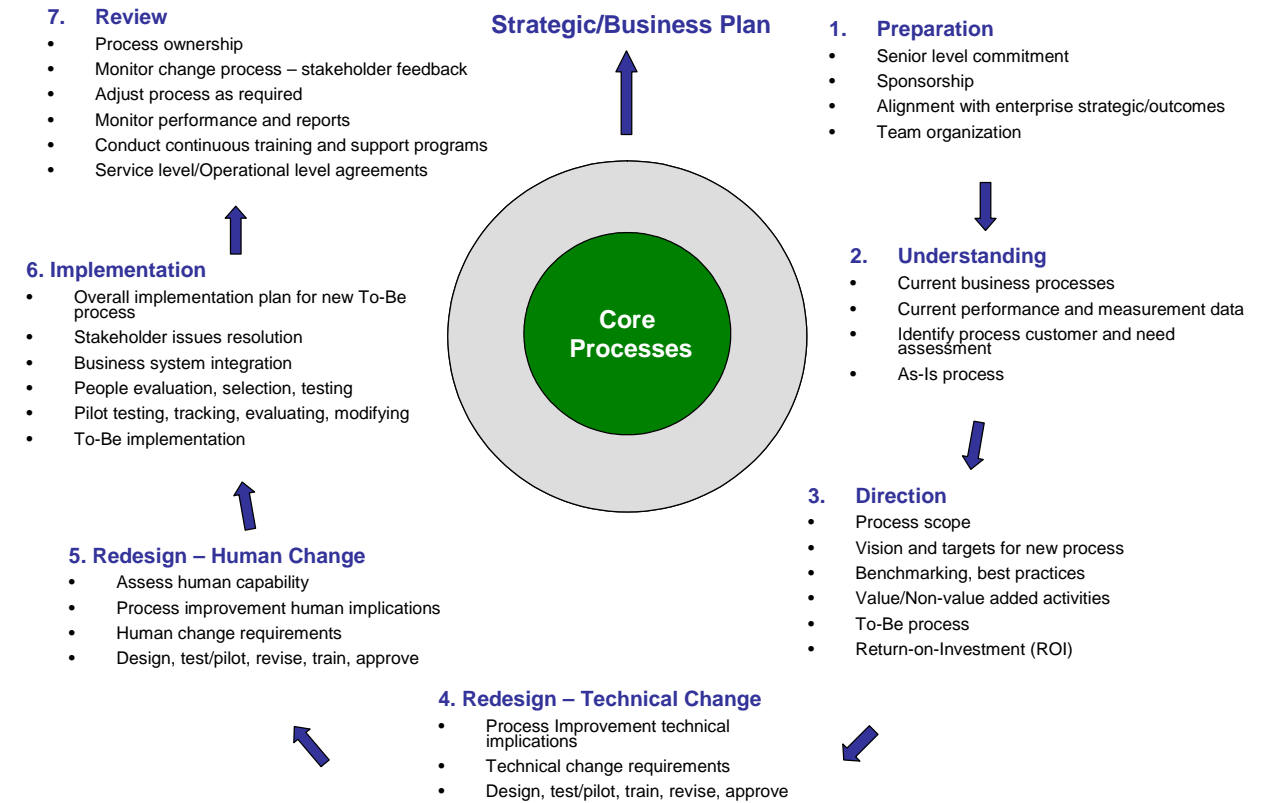
How do I do it?

1. Determine the frame or boundaries of the process
 - Clearly define where the process under study starts (input) and ends (final output).
 - Team members should agree to the level of detail they must show on the flowchart to clearly understand the process and identify problem areas.
 - The flowchart can be a simple macro-flowchart showing only sufficient information to understand the general process flow or it might be detailed to show every finite action and decision point. The team might start out with a macro-flowchart and then add in detail later or only where it is needed.
2. Determine the steps in the process
 - Brainstorm the main activities and decisions in the process. Write these down, possibly on post-it notes for ease of moving around.
3. Arrange the activities and decisions in the order in which they occur
4. Draw the flowchart using ProcessModel Software (processmodel.com)



ProcessModel Terminology: Entity – The item being processed
 Activity – Activity step in a process
 Resource – Agent who performs an activity

Steps of Business Process Redesign



Guidelines for Improving Current Process

Reduce non-value added steps

- Ask questions **Why?** Why are these activities being done?

Define standards at decision points

- Be specific in decision points to avoid different interpretations, which can require rework later in the process (e.g. develop checklist, criteria at a decision point).
- Move decision points (inspection, decision) to an earlier point in a process (upstream) to reduce amount of rework later on in the process (downstream).
- Can decision point be eliminated? (e.g. approval process)

Time box around decision point that has rework activity, # of iterations

- Analyze process inputs and desired performance
 - Evaluate if current inputs (e.g. applications) meet the needs established by the standards
 - Discussion to improve quality of the inputs

Analyze handoffs

- Analyze those points where handoffs between departments or individuals occur.
- In a process, one person's or one's function's output is another's input.

Automate repetitive steps

- Analyze and reduce cycle time
 - Identify the activities with the longest durations. Focus on reducing cycle time for activities with long durations.

Do things in parallel

- Evaluate opportunities for doing work in parallel, considering added costs, training, and readiness of the organization.

Cut out the middle man

- E.g. multiple approvals

Redesign form

- E.g. combine multiple forms into one
- Customer-friendly, easy-to-understand form

Guidelines for Evaluating Possible Improvements

- Time savings
- Cycle-time improvements
- Time to implement the improvements
- Organizational readiness for change
- Improvements to the quality of the deliverable
- Costs associated with the implementation
- Impacts to other process
- Other impact of the improvement

