

Process Documentation Techniques

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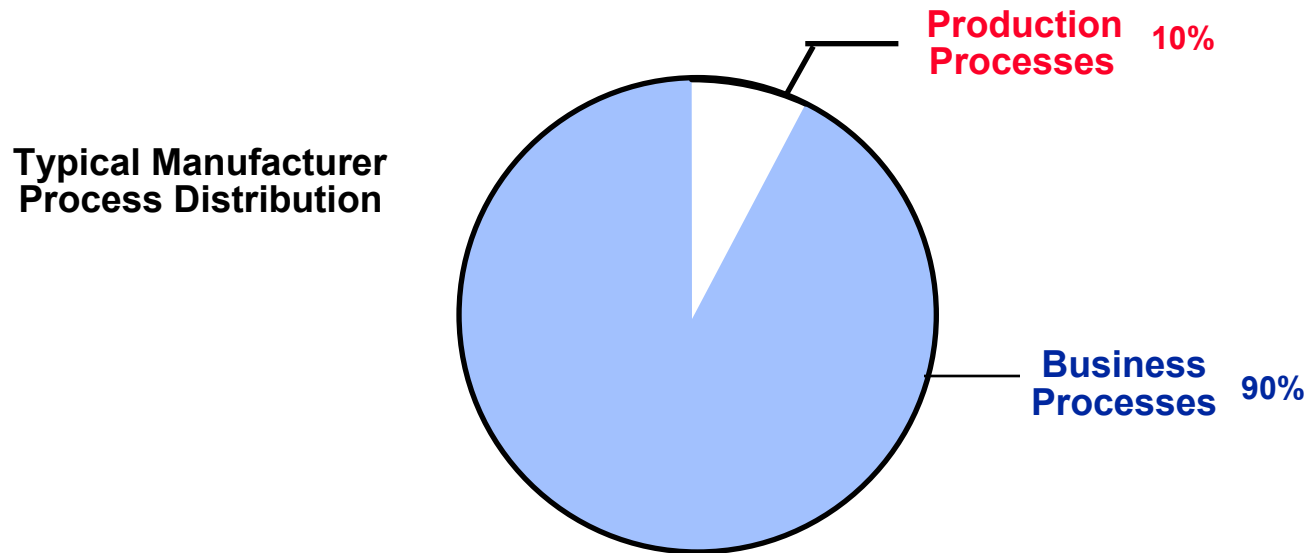
What

Document and measure key business processes

How

Utilize a common process documentation methodology, and a common set of documentation formats.

Process Types and Definitions



Production Process - Any process that comes into physical contact with the product that will be delivered to an external customer.

Business Process - All service processes that support the production processes.

Business Process Documentation Steps

(Method)

Process
Definition,
Documentation

- Step 1 - Name Process and Assign Ownership
- Step 2 - Define Process Boundaries

Process
Improvement

- Step 3 - Document Operational Definitions
- Step 4 - Document Process Flow
- Step 5 - Define Control Points and Measurement
- Step 6 - Assess and Validate

Process
Implementation

- Step 7 - Communicate and Implement

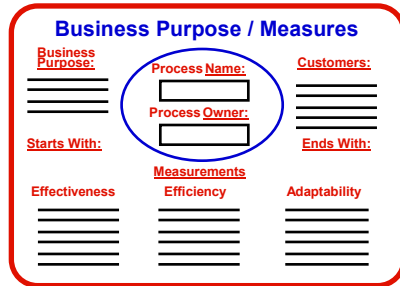
Continuous
Improvement
Cycle

- Step 8 - Identify / Prioritize Opportunities
- Step 9 - Develop Implementation Plans / Change Process

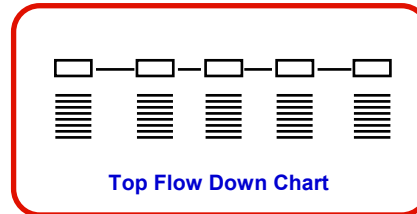
Documentation Tool Set

What it provides

1



2



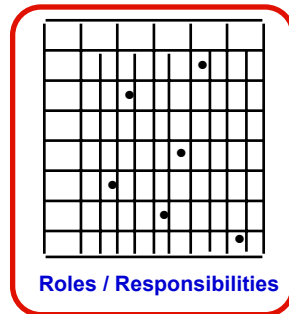
Business Purpose / Measures Chart:

- Identifies **Business Purpose**, **Process Name**, **Process Owner** and **Customers**, **Process Measurements** to be used in evaluating process improvements

Top Flow Down Chart:

- Identifies process flow **Step Names**, **Sequences**
- Identifies necessary **Tasks** for each step

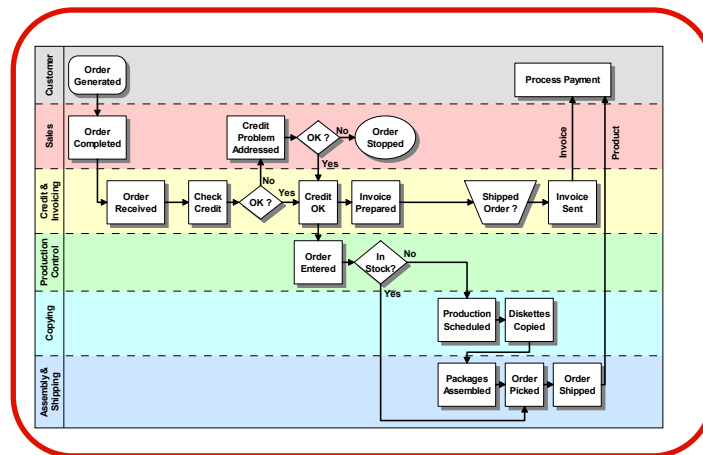
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Roles / Responsibilities Chart:

- Maps the **Steps** and **Tasks** with **Primary Owners**
- Identifies **Contributing Participants** and **Customers**
- Identifies **Key Deliverables** for Step

4



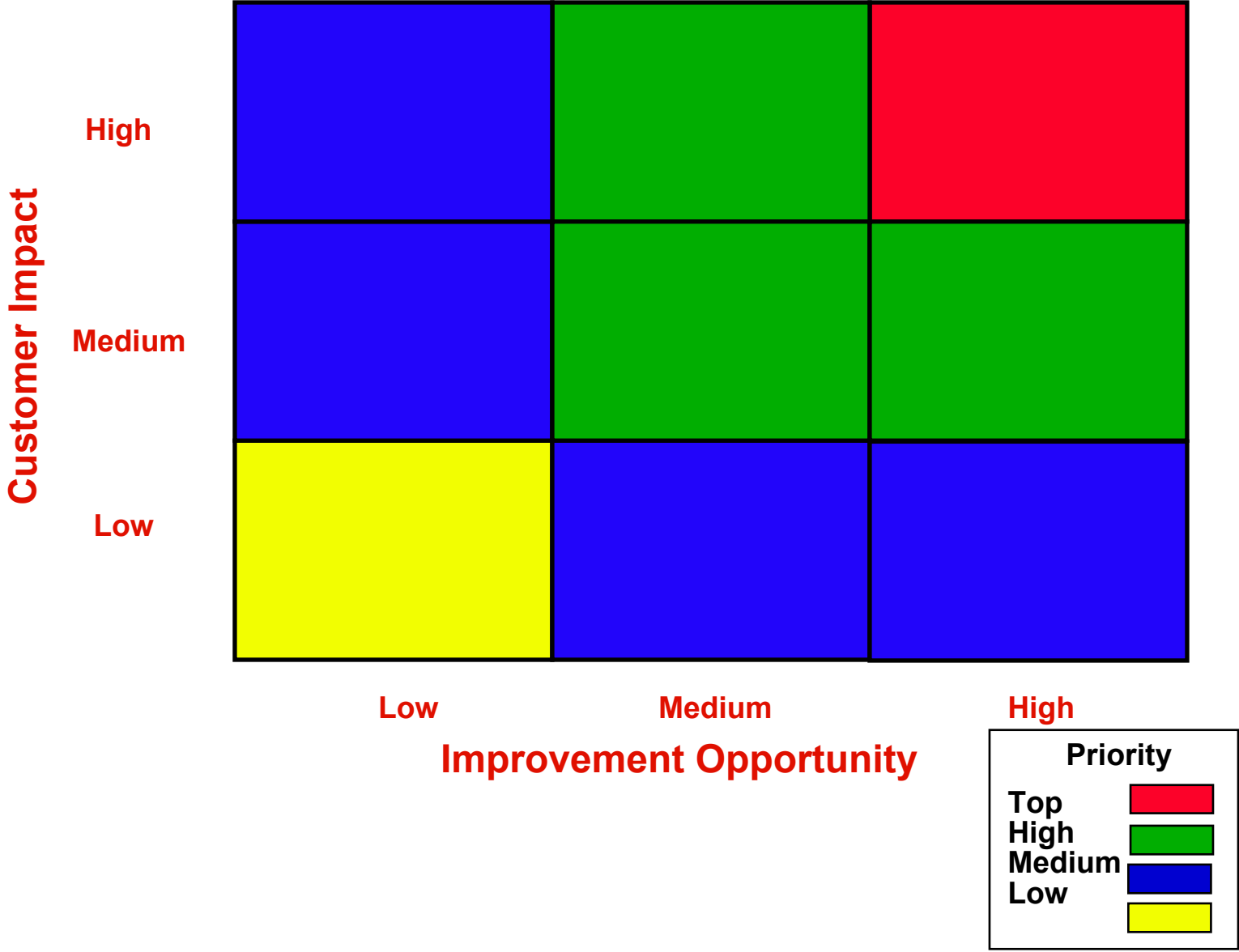
Rumler (Channel) Chart:

- For each task: **Task Number**, **Name**, **Owner**, **Description**, **Duration**, **Key Deliverables**, **Necessary Inputs**, **Sources of Input**, and **Resources**
- **Process documented and timed**
- **Multiple process display by resource**
- Provides **integration capability**

Process Definitions

- **Process:** Any activity or group of activities that takes an input, adds value to it, and provides an output to an internal or external customer.
- **Business Process:** All service processes and processes that support production processes. A *group of logically related tasks* that use the resources of the organization to provide *defined results* in support of the organization's objectives.

Matrix for Setting Process Priorities



Process Documentation Steps (Step 1)

- **Name Process and Assign Ownership**
 - **Process Owner is responsible and accountable for the operational quality of the process**
 - **Owner's position in the organization assures the ability to influence change in practices and procedures and to implement a plan for improvement**
 - **Owner is specifically responsible for:**
 - **Defining the subprocesses**
 - **Establishing subprocess ownership**
 - **Identifying critical success factors and key dependencies**
 - **Ensuring integrity of information, including measurements (i.e. exit criteria)**

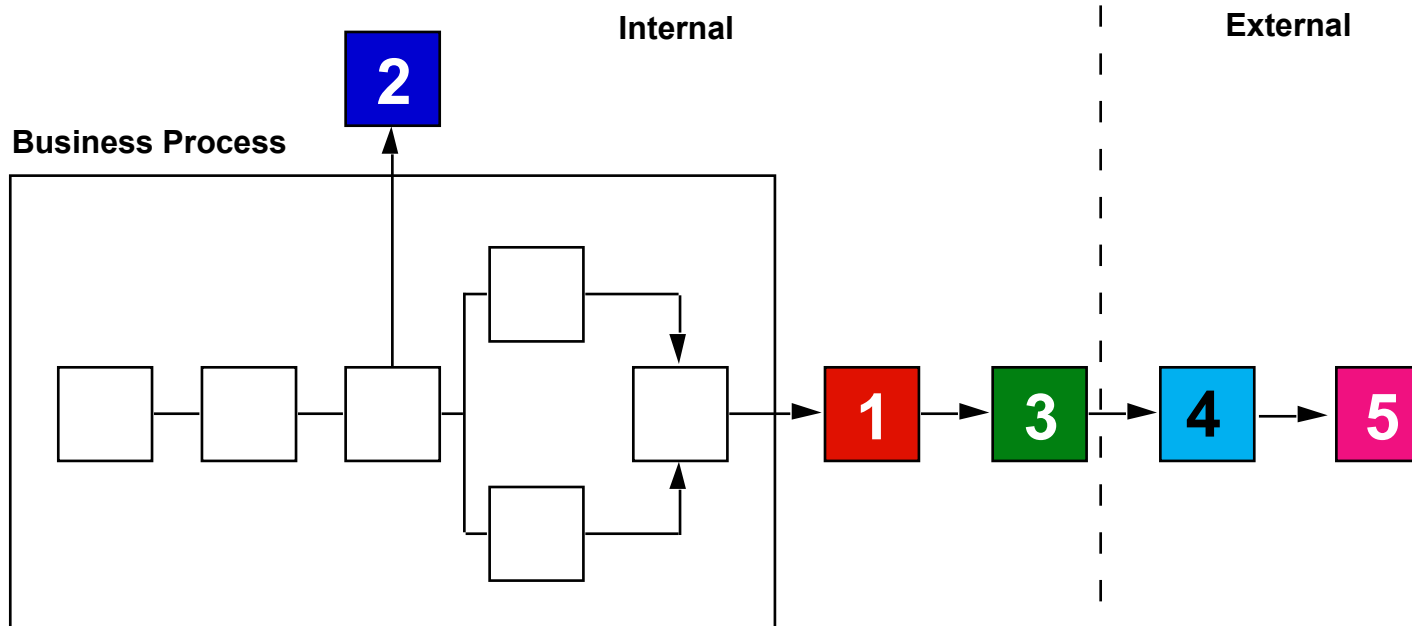
Criteria for Determining Process Owners

- **Who is the person with the most:**
- **Ownership**
 - **Resources** (People, systems)?
 - **Work** (time)?
 - **Pain** (critiques, complaints, fire fighting)?
 - **Actual** (or potential) **credit**?
 - **Ability** to effect change
- **Power to Act on the Process**
 - **Who is the person who operates at a level high enough to:**
 - » Influence changes in policies and procedures affecting the process?
 - » Commit to a plan and implement changes?
 - » Monitor the effectiveness and efficiency of the process?

Criteria for Determining Process Owners (continued)

- **Who is the person with the most:**
 - **Leadership Ability**
- **Who is most appropriately:**
 - Perceived as highly **credible**?
 - Able to **support** and **encourage** improvement team member efforts?
 - Willing to **change**
 - Able to **deal** with higher-level management?
 - Able to **knock down roadblocks**?
 - Unafraid to **take risk**?
 - Able to live up to **commitments**?
- **Process Knowledge**
 - Who has a good **understanding** of the total overall process?

A single process can have as many as five different types of customers...



1. Primary Customer - Customers who directly receive the output from the process.

2. Secondary Customer - Customers outside the process boundaries that receive output from the process but are not directly needed to support the mission of the process.

3. Indirect Customer - Customers within the organization who do not directly receive the output from the process but are affected if the output from the process is wrong and / or late.

4. External Customer - Customers outside the company who receive the end product or service.

5. Consumers - Customers that are indirect and external.

Why Measure?

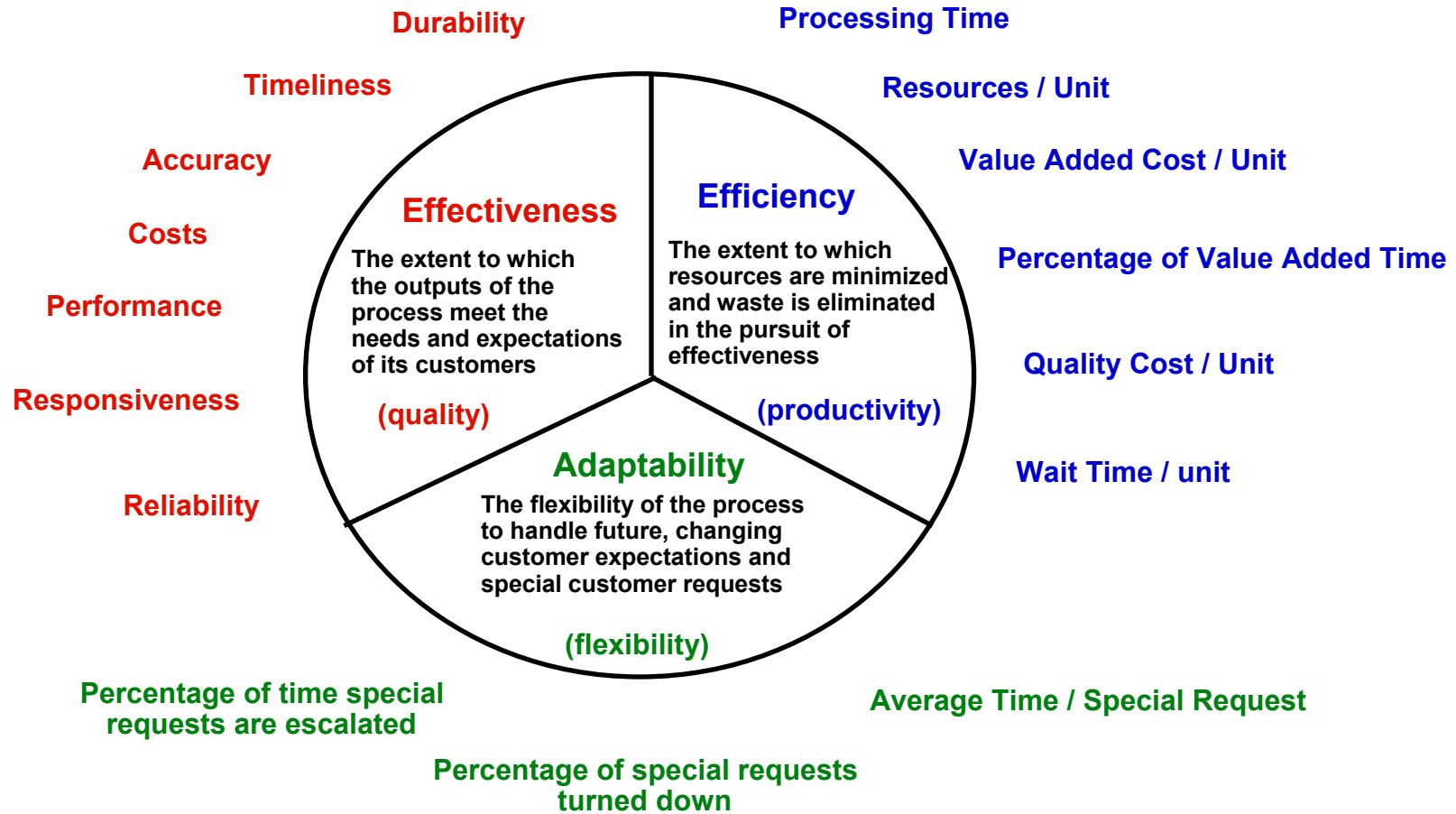
Measurements are key

If you can not measure it, you can not control it

If you can not control it, you can not manage it

If you can not manage it, you can not improve it !!!

Business Process Measures

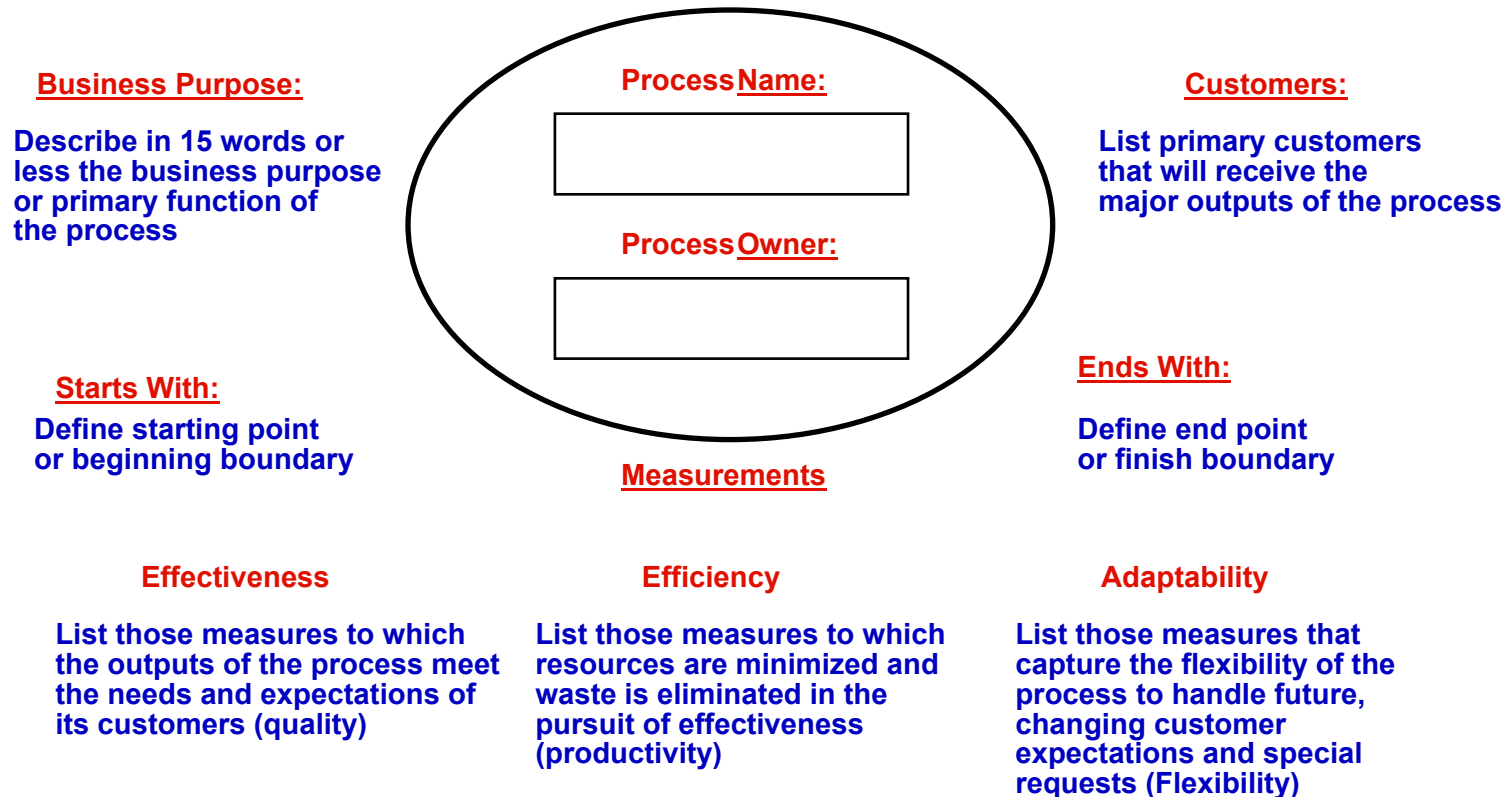


Process Documentation Steps (Step 2)

- **Define Process Boundaries**

- **Definition should include:**
 - **Process begins with....**
 - **Process includes....**
 - **Process ends with....**
- **Specify process customers and tangible outputs the process delivers to them**
- **Work with customers to define measurements to determine if the process outputs meet their requirements**
- **Specify suppliers and what they provide for the process to function correctly**
- **Specify process implementers who manage tasks and resources within the process**

Business Purpose / Measures Chart



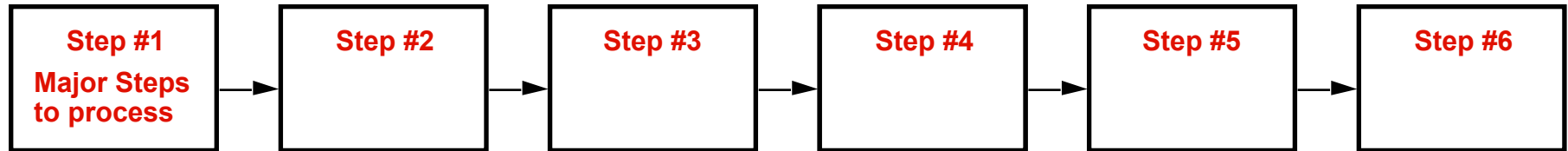
Process Documentation Steps (Step 3)

- **Document Process Flow**

- Document current process down to activity level
(**Top Flow Down Chart**)
- Graphically portray major steps and identify relationships of subprocesses and activities. Include all tasks within the process boundaries and the groups or individuals responsible for performing them.
(**Rummler Process Flow Charts**)
- Describe each step in the sequence it occurs
(**Subprocess and Procedure Flow Charts and notes**)
- Record the timing (effort or duration) of each task in the process.
(**for simulation using iGrafx Process tool**)

Top Flow Down Process Chart

Process Name



Numbered List
of necessary
tasks to
complete step
(1.1,1.2,etc.)

_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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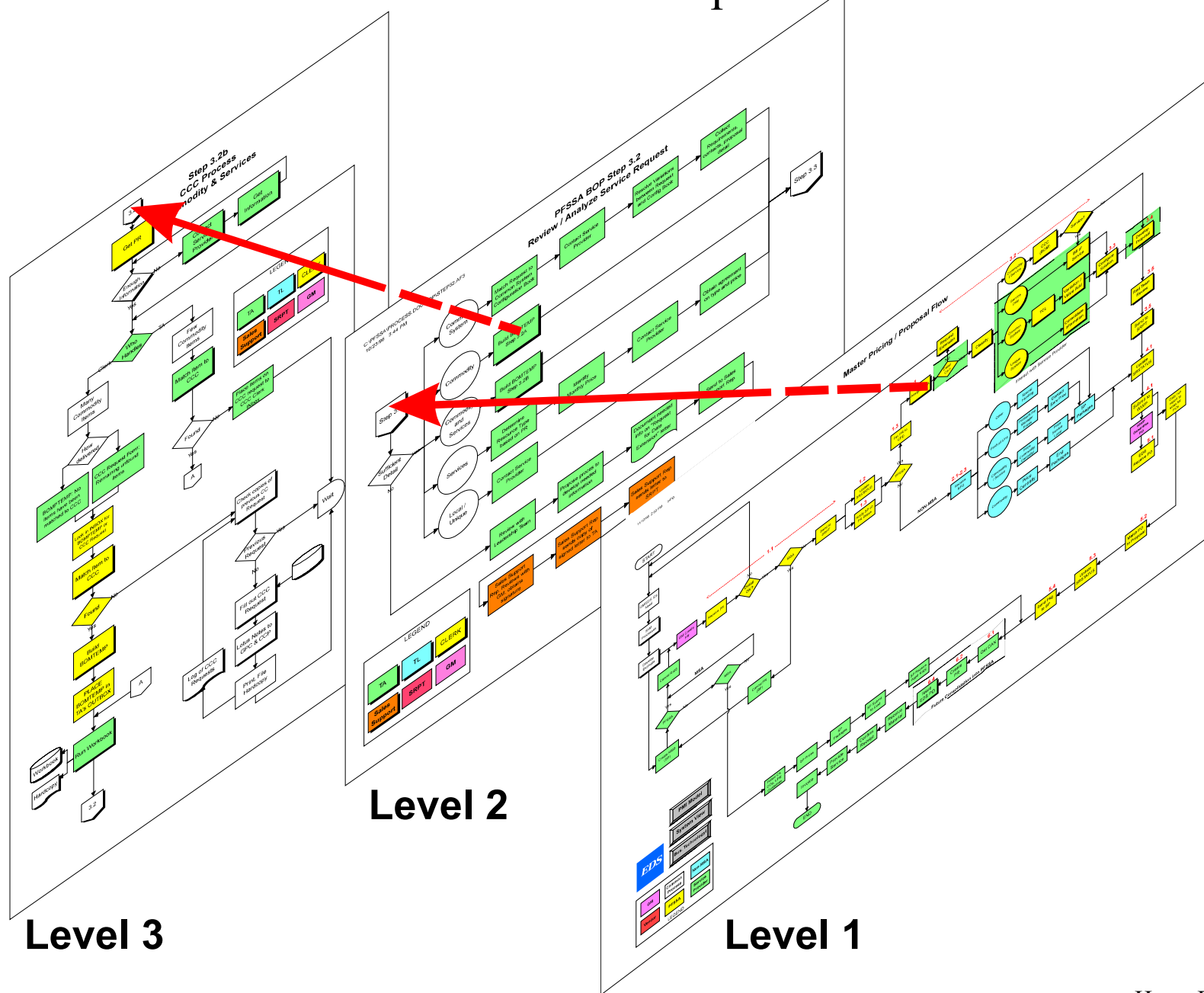
* key deliverable
for each step

* key deliverable

Top Flow Down Process Chart

The top Flow Down Process Chart format is suggested because it models the top levels of a process and limits the complexity of the diagram. A standard flow chart can be used, but be sure to “decompose” the chart into levels of detail (procedures and work instructions).

Linked Process Decomposition



Level 3

Level 2

Level 1

**Process
Roles & Responsibility**

<p>Step: # (Step from top flow down chart)</p>	<p>Indicate Key Staffs, Divisions, Platforms, Allied Divisions etc.</p>						<p>●</p>
<p>WHO?</p>							<p>○</p>
<p>WHAT?</p>	<p>→</p>						<p>X</p>
<p>Tasks (from top flow down chart)</p>							
	<p>↓</p>						

Designate primary responsibility, contributing responsibility and customer for each task

Each row should have only one primary responsibility designated.

Each row should have at least one customer indicated.

- Primary Responsibility for facilitating task completion
- Contributing Responsibility

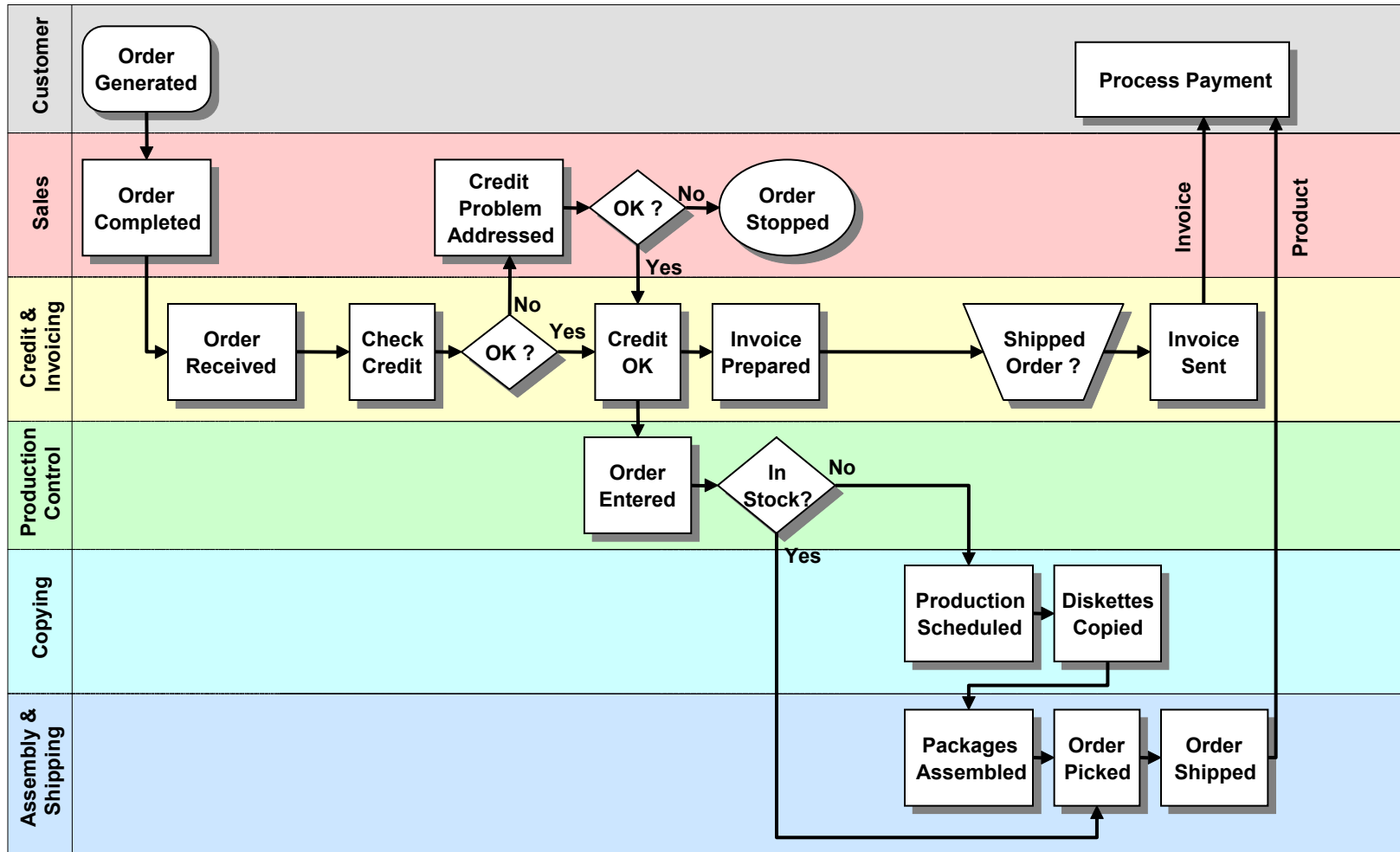
- X Customer
- A Approval

* Key deliverable (for step)

Process Roles & Responsibility Definitions

- **Primary Responsibility** for facilitating the process not content
- **Contributing Responsibility** for providing content and actual work activity not the process
- X **Customer** - needs deliverable to perform subsequent work or needs to be informed that deliverable is complete
- A **Approval** - responsible for approving the deliverable of that task

Rummler/Channel Process Chart



Process Documentation Steps (Step 4)

- **Define Control Points and Measurement**
- Identify, on the process flow diagram, places where quality measurements can be taken (exit criteria)
(Verify exit criteria for each deliverable)
- Ensure that adequate measurements are in place throughout the processes so that process objectives can be met
(Review deliverables at each step for measurement)
(Compare process enabler listing previously developed)
- Identify control points on the process flow chart (points within the process where business controls must be applied to maintain satisfactory control of the process)
(Verify review forums for key macro tasks)

What are Control Points and When & Where Should They Be Used?

- Identify **control points** on the process flow chart (points within the process where business controls must be applied) to **maintain satisfactory control of the process**
- Control points should be **utilized whenever information (output) changes hands within the process** eg: Transmitting data from one source to another for further processing
 - Identify all potential points at which you could establish **effectiveness measures**
 - Prioritize the ones that have a **major impact on overall quality**
 - Establish what **measurements will be taken** (Measurement criteria to be established jointly by supplier & customer)
- Control points become the **proactive formalized** process feedback loop (they signal possible corrective action instead of the typical after the fact feedback)
- **Value of Control Points**
 - Keep process focused on necessary information required
 - Allow for proactive corrective action minimizing lengthy re-dos
 - Foster customer / supplier communication and trust

Establishing Measurement

Why should you measure?

- Provide direct and immediate feedback on progress

Where should you measure?

- Points at which feedback will be direct, immediate, and relevant for activities critical to the overall process
- Control points significantly impact total process efficiency and effectiveness

When should you measure?

- As soon as the critical activity has been completed

What should you measure?

- Efficiency, effectiveness and adaptability of each critical activity

Establishing Measurement / Feedback Loops

- 1. Relate feedback loops to individuals to quickly understand their impact.**
- 2. Make constructive feedback the consumers obligation.**
- 3. Encourage positive and negative feedback.**
- 4. Use continuous feedback for continuous improvements.**
- 5. Avoid the old proverb "no news is good news."**
- 6. Encourage customer complaints.**
- 7. Give responsibility to take immediate action.**