



# 12 Steps to Process Improvement

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# My Background

- Project Management Professional (PMP)
- American Society for Quality – Certified Manager of Quality / Organizational Excellence (ASQ-CMQ/OE)
- ITIL Foundations certified
- ISO 9001:2000 for Secure Channel Operations & Service Delivery
- Approx 6 years experience in process engineering & improvement
  - (business, client integration, order fulfillment, operations)



# Prep Questions...

- In your career, think of a process that worked particularly well...
- Why was this process successful? What elements made it work?
- How were staff engaged to ensure process adherence and effectiveness?



# Brainstorm

- Elements of a successful process
- Elements of a formal process lifecycle



# 7 Critical Success Factors

- 1) Clearly define scope of process improvement or creation project
- 2) Gain Senior Management commitment & support
- 3) Apply process metrics
- 4) Test changes
- 5) Ensure process understanding across all members
- 6) Establish escalation procedure
- 7) Establish Governance Committee (ownership for monitoring & continuous improvement)



# Common Process Gaps

- Email trail of 3 or more people before any action is taken
- Ratio of effort to duration exceeds 1:5
- Tracking systems are manual and exist in multiple areas
- Efforts appear to be duplicated
- A particular function / group has very little involvement in the process
- A particular function resides with only 1 person (SPOF)
- Formal escalation process does not exist or is not followed



# Common Process Gaps – con't

- Lack of communication between process groups
- No process metrics or measurements exist
- Significant delays are repeated
- Frequent cancellations of orders / work
- No clear process owner
- Lack of critical client education
- Multiple points for order placement (process start points)



# Brainstorm

- Ideas for effective staff engagement & commitment
  - In process creation
  - In process improvement



# Process Critical Elements

## 12 Step Program

- 1) Assign Process Creation / Improvement Prime from outside of process involvement (non bias)
- 2) Interview all process members & Subject Matter Experts - separately
- 3) Create a Disconnects & Issues Table
  - a) Document & assess all problems being experiences with the existing or lack of process
  - b) Review each problem and its overall impact individually
  - c) Establish proposed solutions to each specific problem
- 4) Validate business priorities



# Process Critical Elements

## 12 Step Program – con't

- 1) Determine process resolutions & goals / performance criteria (SMART)  
*i.e. Cost / Financial, Quality, Time, Quantity, Others (asset utilization, compliance, capability, etc)*
- 2) Create project plan / work breakdown structure
- 3) Create Project Charter
  - a) Gain Senior Management Alignment
  - b) Create process overview



# Process Critical Elements

## 12 Step Program – con't

### 1) Implement Changes

- a) Validate process & issues with all process members & functional management
- b) Document & verify all inputs & outputs
- c) Apply & validate process interval timelines
- d) Apply logical breaks or gates in the process for validation
- e) Apply process metrics

### 2) Create process map

### 3) Process dry run

- a) Fictional trial of process
- b) Adjust any found issues as identified

### 4) Launch Process

- a) Train individual teams on new / changed process
- b) Communicate changes & results to all stakeholders



# Remember...

- Don't try to fix everything
- Focus your time on the human factor (motivation through leadership)
- Opportunities for improvement identified
- Culture tolerance balanced with best practices
- Continuous improvement (PDCA)