

BUSINESS PROCESS OPTIMIZATION

*How to Approach Quality by
Improving the Process*

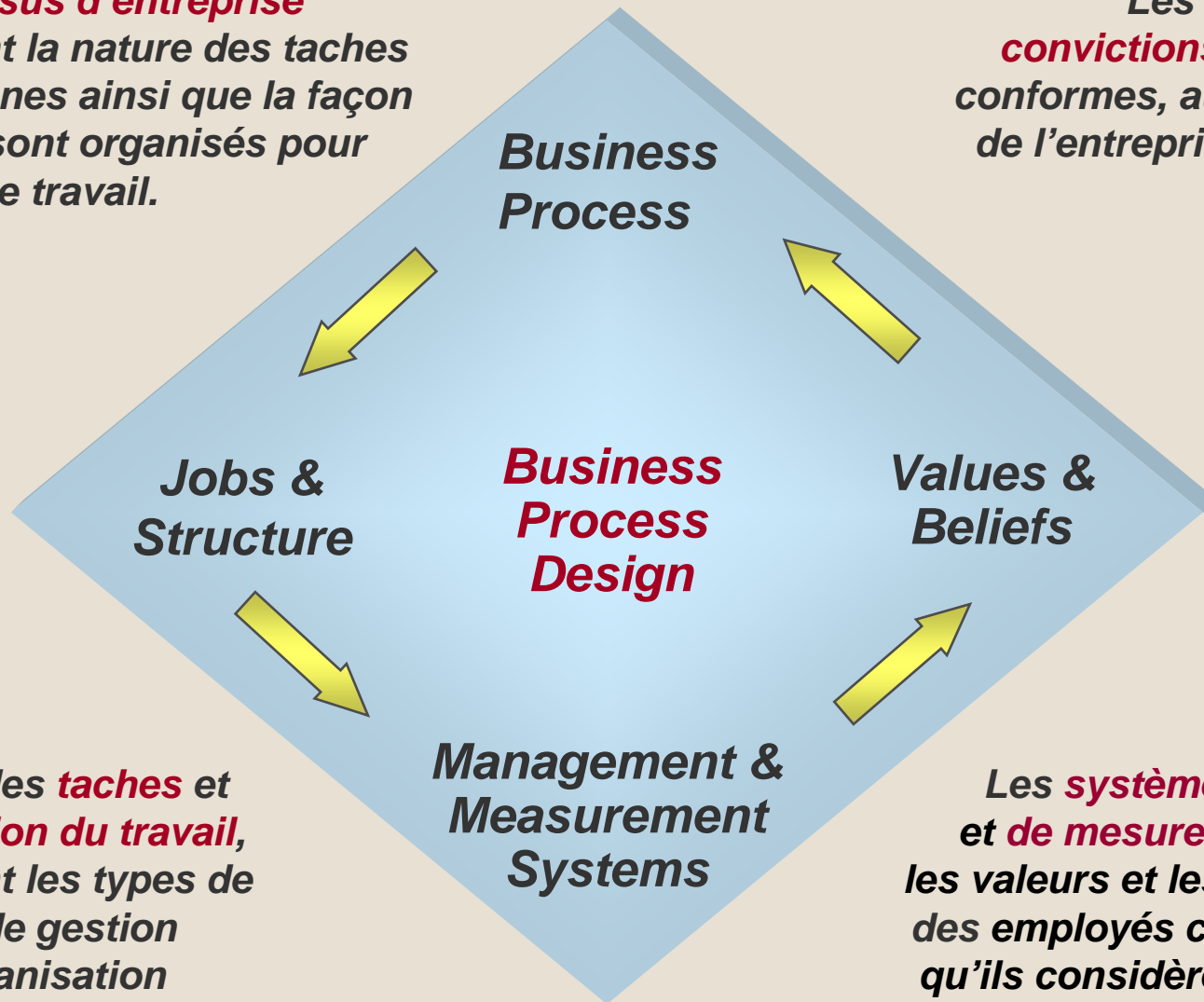
OPTIMIZATION DES PROCESSUS D'ENTERPRISE

*Comment d'aborder la qualité
en améliorant le processus*

Business Diamond / Le losange d'entreprise

Les processus d'entreprise déterminent la nature des tâches des personnes ainsi que la façon dont elles sont organisés pour accomplir le travail.

Les **valeurs et les convictions** doivent être conformes, aux processus de l'entreprise tout en les soutenant.



La nature des **tâches** et **l'organisation du travail**, déterminent les types de systèmes de gestion qu'une organisation utilisera.

Les **systèmes de gestion** et **de mesure**, déterminent les valeurs et les convictions des employés concernant ce qu'ils considèrent important dans leur travail.

Process Versus Framework

A **framework** is a supporting or underlying structure¹ and establishes a common vocabulary and set of perspectives for defining and describing complex systems.

A **process** is a series of actions taken towards achieving a particular end².

More specifically, **process** is a technical term with a precise definition: an **organized group** of **related activities** that together create a result of **value** to customers³.

[1]Oxford English Dictionary

[2] ibid

[3] www.hammerandco.com

Value to the Client

Value can be measured in terms of **quality, time, responsiveness** and **cost** (resources, FTE's).

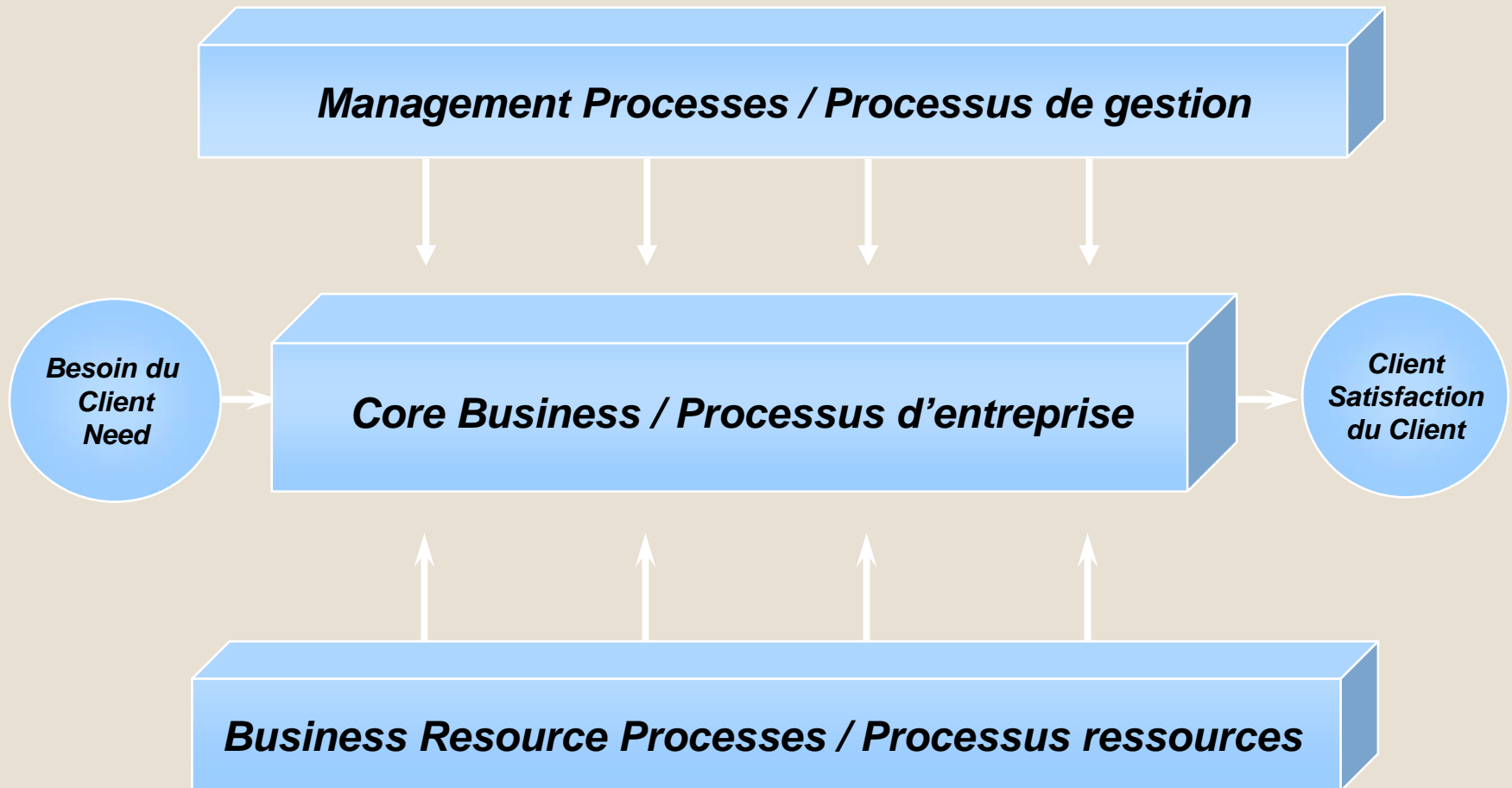
Value-adding work is done only once, is transformative and the client wants it (is willing to pay for it).

Non-value-adding work creates no value for the client, but is required to get the value-adding work done (overhead, checking, supervising, controlling, reviewing, liaising).

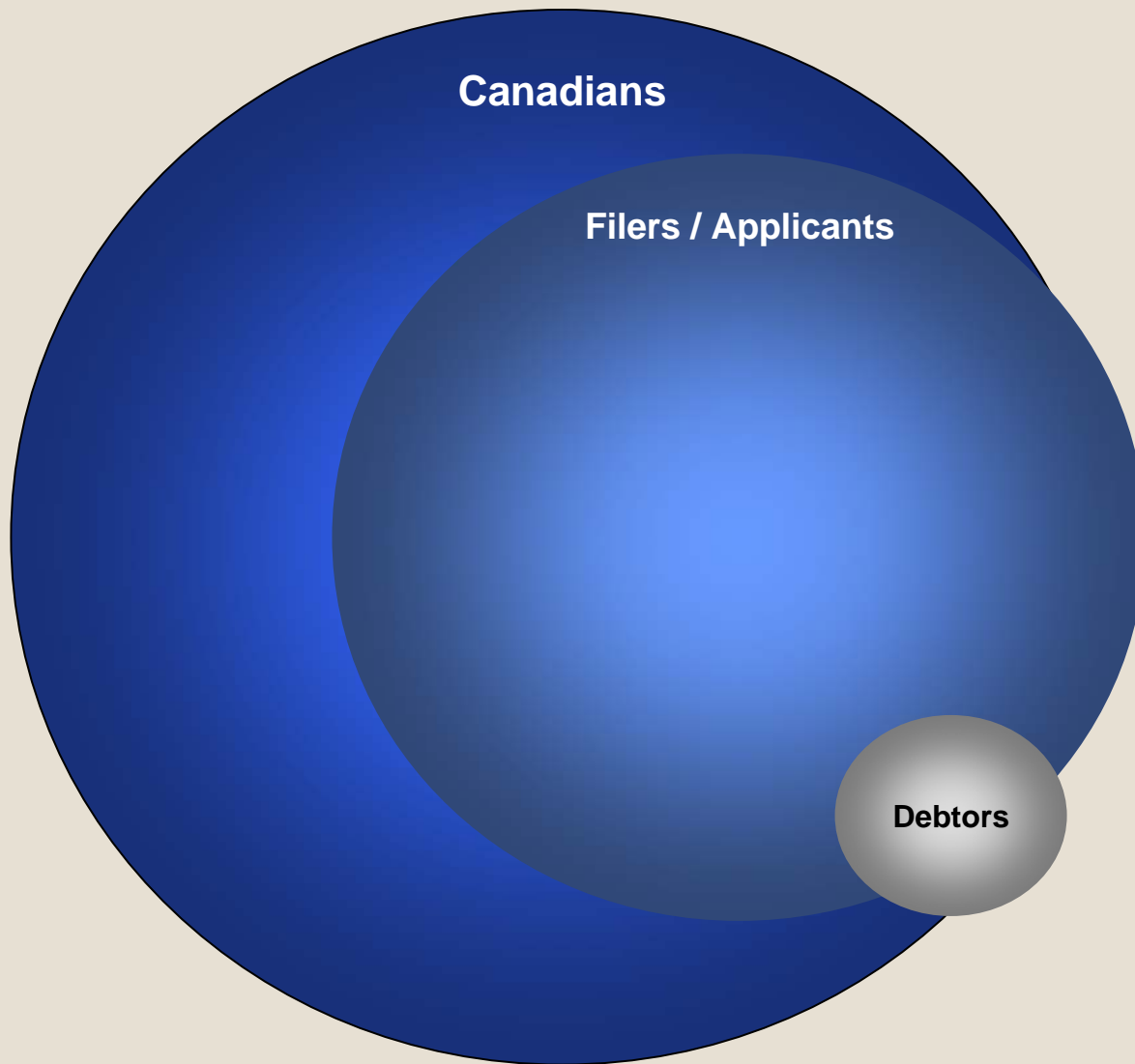
Waste is work that neither adds or enables value.⁴

[4] Beyond Reengineering, Michael Hammer 1996

3 Types of Process / 3 Types de Processus



Client

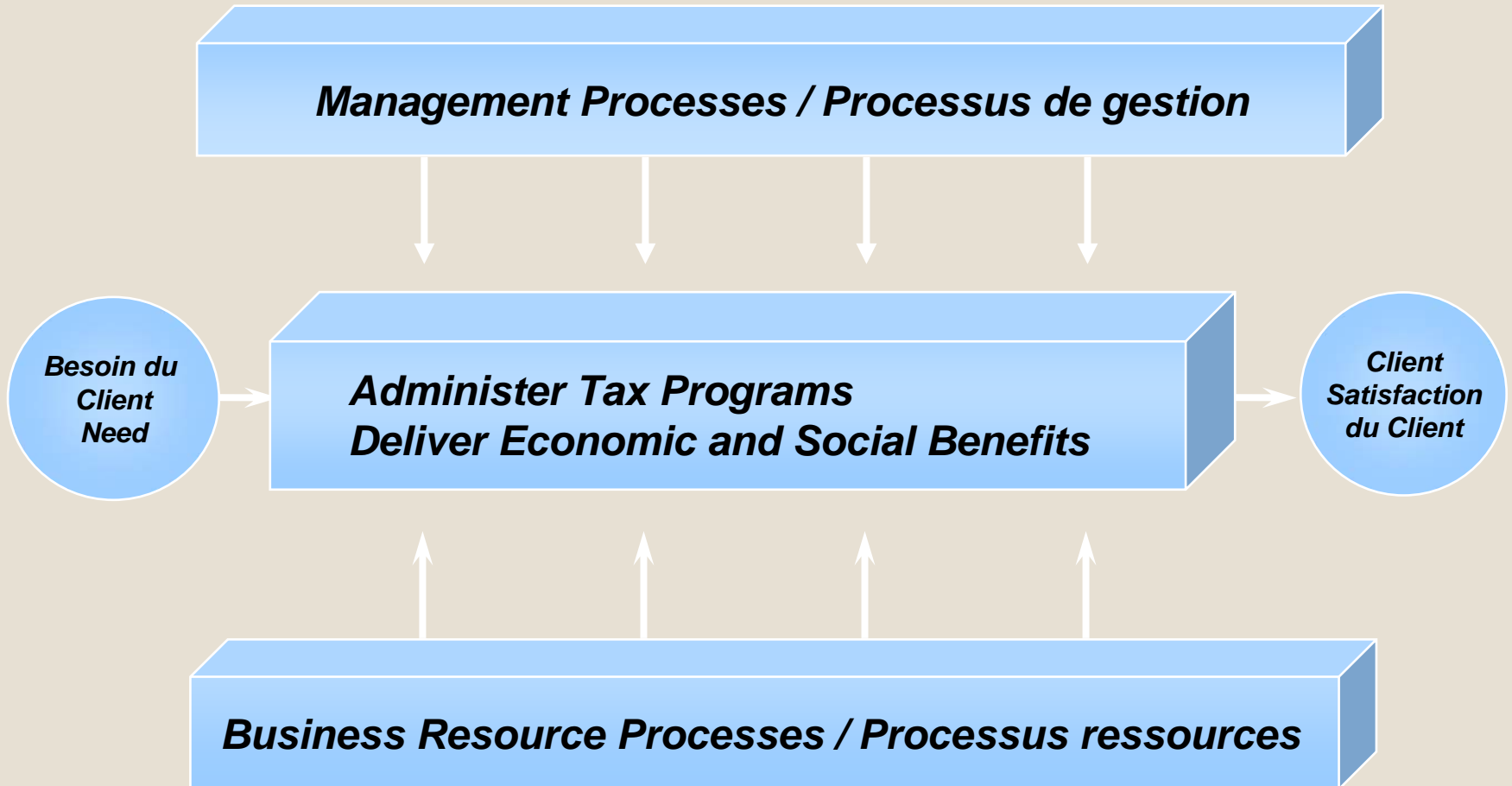


Canadians

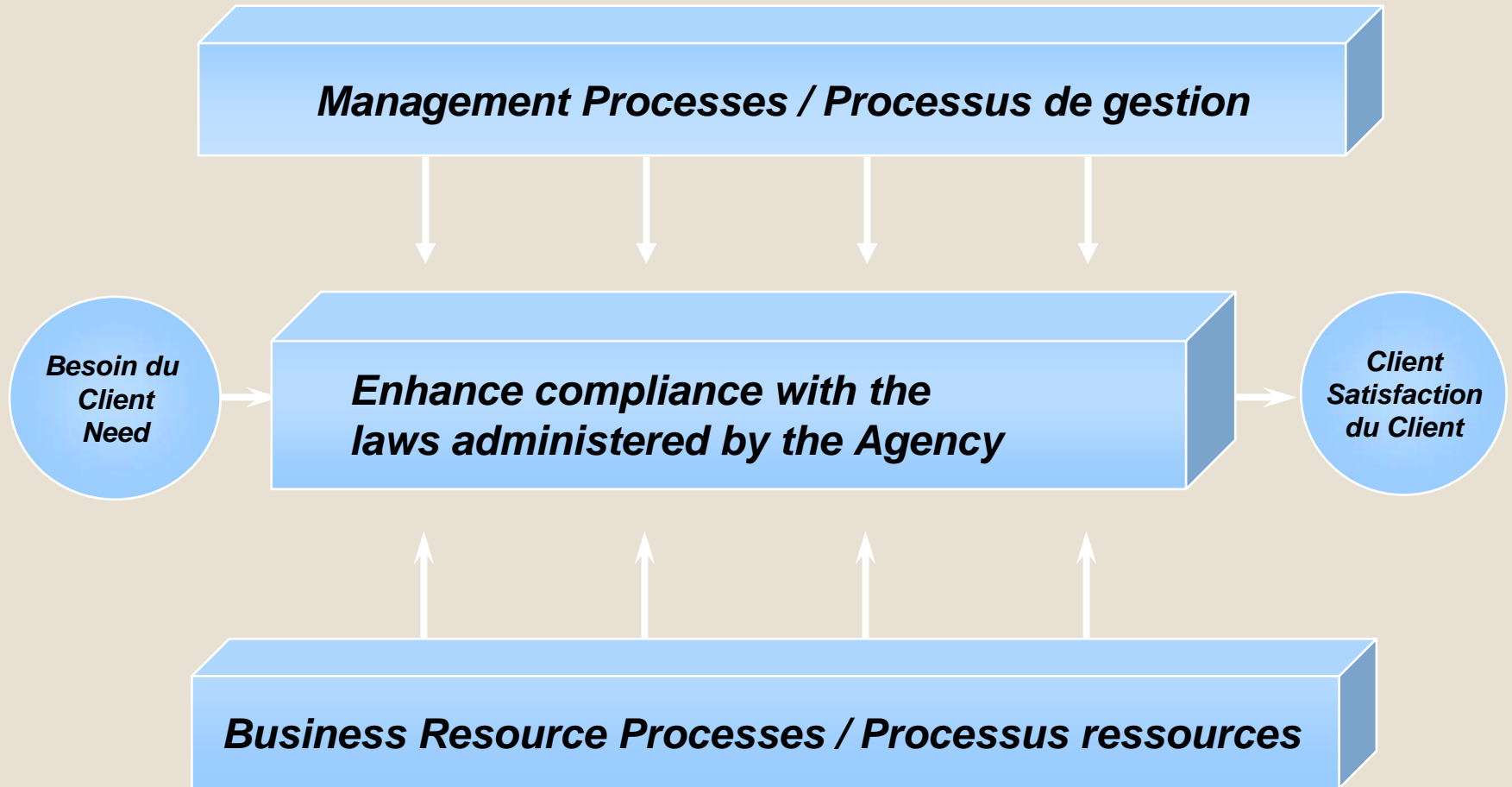
Filers / Applicants

Debtors

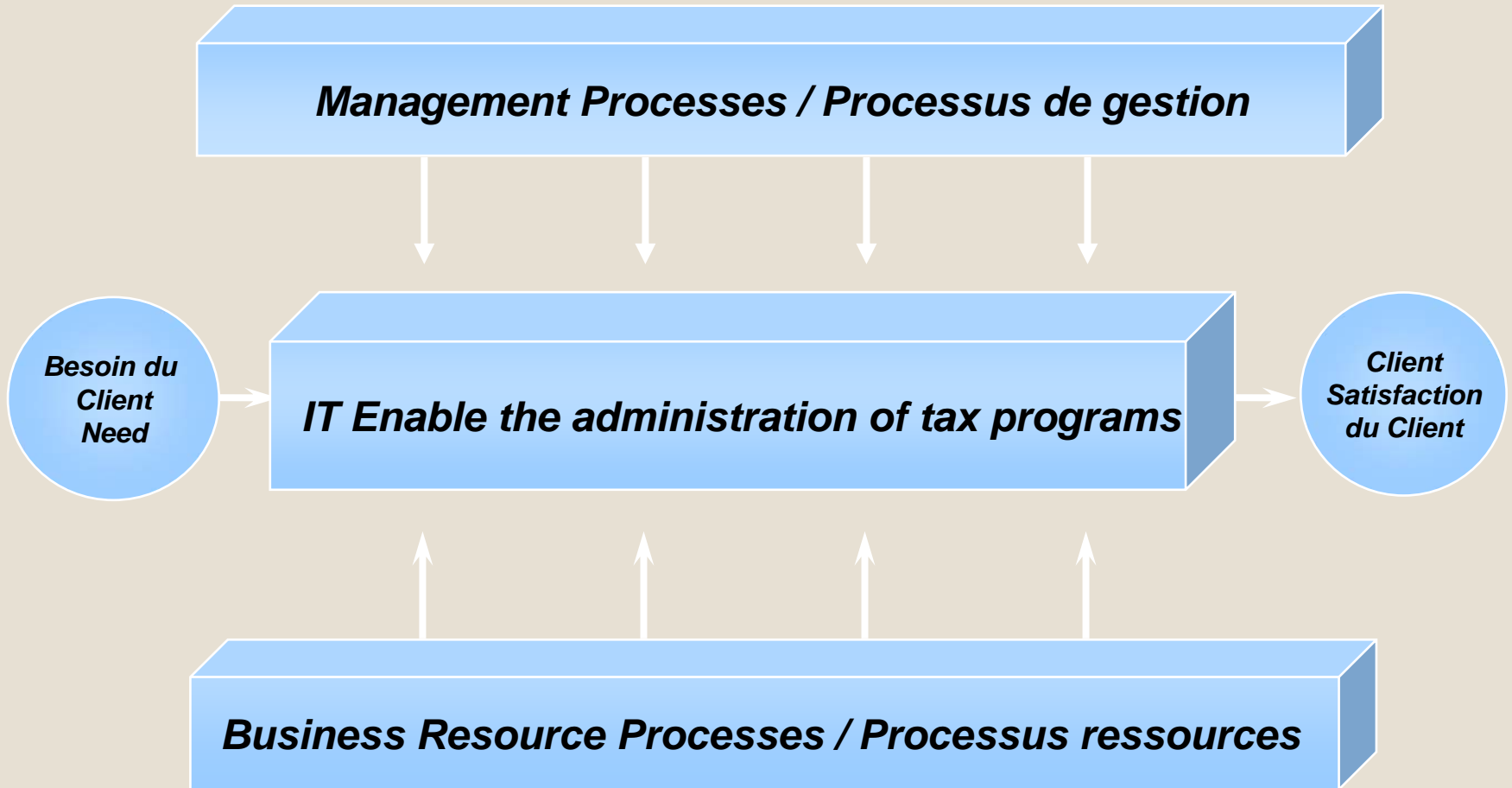
Canada Revenue Agency



Compliance Programs Branch



Information Technology Branch



TOP 10 INDICATORS THERE IS A PROCESS PROBLEM



1. There is no definition of quality or consistent criteria for decision making

2. Employees call the person they have contact with their 'client'

3. It is difficult to attract, train and retain staff; there are morale issues

4. Work is done by gut-feel or instinct or requires interpretation

5. Work is divided into complex and non-complex

6. Things get lost and you have to set up a tracking system

7. There are production quotas or the measurement system is counting

8. You have no idea what the capacity of the process is or how to calculate it

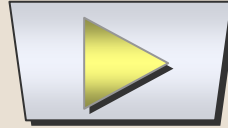
9. Things take too long; there is an inventory or backlog issue

10. Reorganizing didn't work, so you think automation will fix things

What not to do...

Private

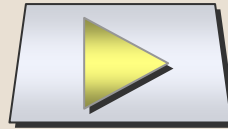
For profit; client pays



Public

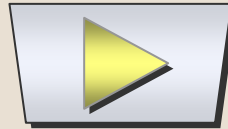
Not Profit driven; Tax dollars fund

Can go out of business



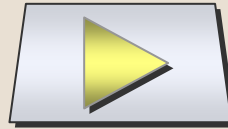
Can't go out of business

Efficiency & effectiveness rewarded



Few monetary incentives

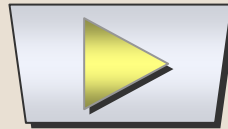
Direct contact with client



Indirect contact with client

Product

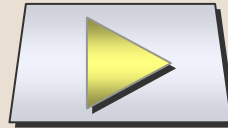
Quality is tangible



Service

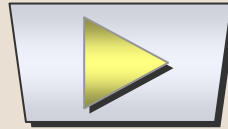
Quality must be defined

Process is visible



Specific identified skill sets

Easy to measure (SPC)



Difficult to measure (PPM)

12 Steps of Business Process Design

1. Executive Leadership

2. Process Selection

3. Cross Functional Team Selection

4. Client Definition

5. Process Mapping



1. Direction – comité exécutif

2. Sélection du Processus

3. Sélection de l'équipe

4. Définition du Client

5. Documenter le Processus

12 Steps of Business Process Design

6. *Data Analysis*

7. *Root Cause*

8. *Solution
Selection*

9. *Prototype*

10. *Presentation*

11. *Implementation*

12. *Migration*



6. *Analyse de
données*

7. *Déterminer la
cause*

8. *Sélection de la
Solution*

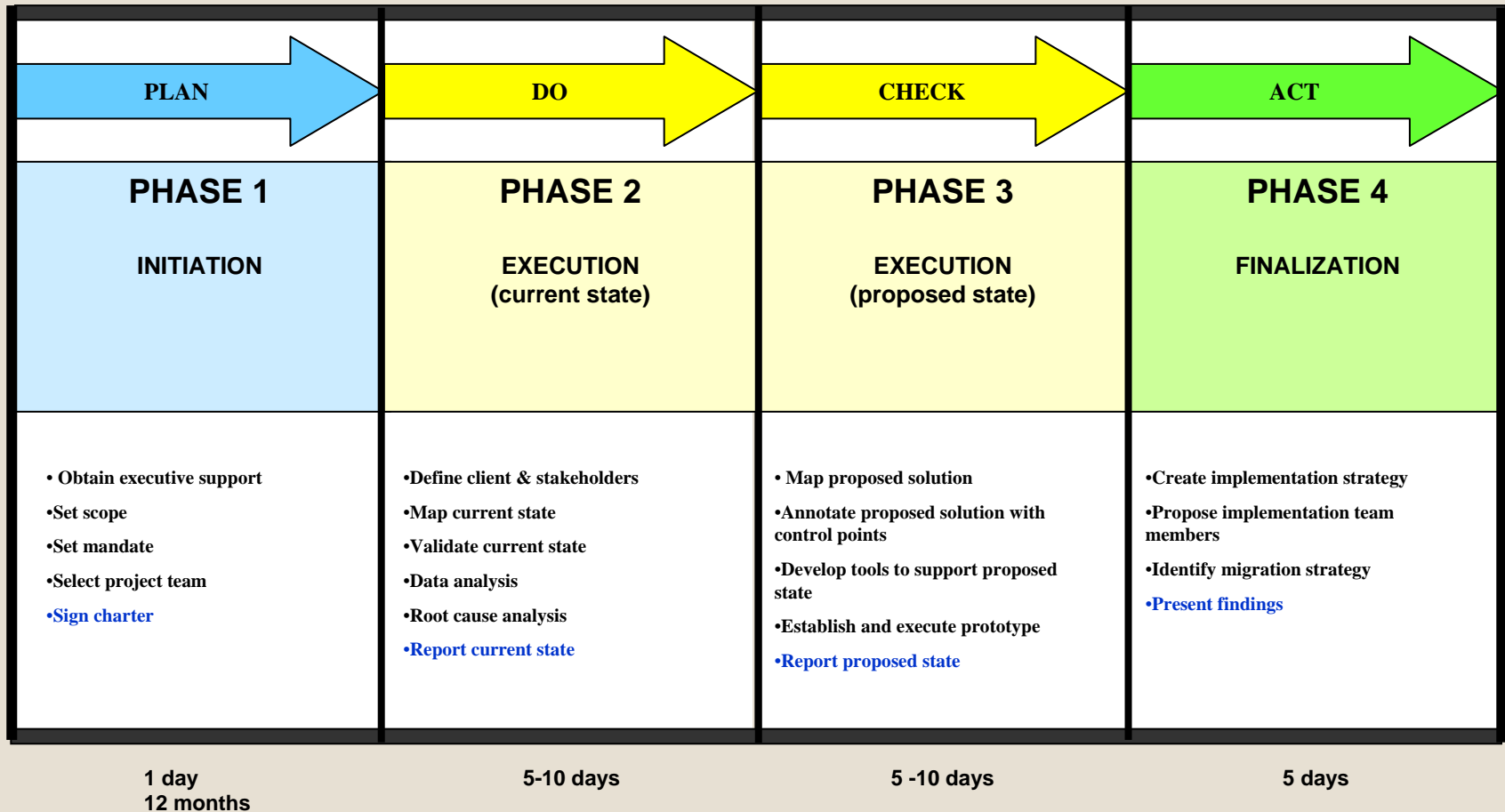
9. *Prototype*

10. *Présentation*

11. *Implémentation*

12. *Migration*

Process Optimization Team Schedule



Summary

*There are **12 Steps** to design a Flawless Process.*

By focusing on who we serve, it is possible to identify the cause of issues and -

*Turn Complaints into **Quality Service***

