Process Analysis Facilitation Guide

# In Advance

* Schedule meeting with appropriate room (projector, whiteboard, wall space, capacity);
* Make sure an Outlook meeting invite is sent to all participants
* Publish agenda and send via e-mail at least 3 days in advance.
* Prepare room and walls, check supplies, including candy for the meeting
  + Current State Process Maps, Flip Chart Paper, Scissors, Tape, Markers, Candy
* Gather and review existing documentation such as:
  + As-Is process maps and previously collected documents.
  + Additional cost information, metrics, headcount, etc. collected during current state mapping process.
* Perform your own analysis prior to the analysis workshop to better guide the conversation and help participants identify issues that they may have missed.
  + Review the Current State processes (know the objectives, main ideas of the process, the swim lanes, etc.)
  + Identify “groupings” of steps that you can “bracket” for analysis
  + Jot down your swim lane roles either on the board

Prior to developing session agenda, spend a few minutes to review these questions. This will result in a much more focused analysis session which will support a productive Future State Process.

Before the session begins, write the facilitation questions on the board or on large post-its in the room!

# During the Meeting

## Facilitator behavior

* Assume that you are “on stage” at all times. Be aware of your movement, location, proximity to stakeholders, and engagement.
* Introductions are critical
* Do a fun “starter” or “ice breaker”
* Provide an introduction to the work – can be a PowerPoint: “Why are we here and what to expect”
* Set up the “room”
* Walls (images, shared documents, deliverables)
* Questions
* Lighting, camera, recording, visuals, location, sound, etc.
* Embrace a spirit of team-based improvement
* No right or wrong answers; no judgement
* Encourage participation and provide a safe space
* Set the tone
* Manage the meeting
* Reroute, redirect, “polite interruptions”
* Encourage participation (chat, polls, direct questions)
* Time Management
  + Provide structure and “rules of engagement”
  + Start and end on time
  + Maintain control of the conversation
  + Orient conversation to map completion
  + Allow some venting and dialogue to help identify pain points (whales vs. minnows; 80%/20% rule)
  + Keep end-time in mind (incentives)

## Documenter Behavior

* Be welcoming and introduce yourself
* Cell Phones out of sight (but keep a way to track time for your facilitator throughout the session)
* Be Enthusiastic
* ACQ (Ask Clarifying Questions): be sure to communicate with your facilitator any needs during the session – clarification of concepts, need for change of pace, prompt to assist with filling in the process, tracking time, etc.
* Document in the proper Analysis version of the final Current State map for the process
* Embrace a spirit of team-based improvement - no “wrong” answers or suggestions

### To facilitate the analysis session, you will ask questions related to these areas:

# MACRO – ASK AT THE BEGINNING

**Take a Macro level review of the process, looking at the entire Process Map using the following tools:** *(Write 5 questions on board before session. i.e. Time What is the percentage of manual to automated tasks?)*

## Time

*Questions to Identify processing, wait, setup and rework times for processes.*

* + - What is the percentage of manual to automated tasks?

## Cost

*Questions to identify cost of processes and return on investment of creating new processes.*

* + - How many people (swim lanes) are involved in this process?
    - How many iterations are there?

## Quality

*Questions to identify quality problems, rank them and then find the root cause to eliminate them.*

* + - How many hand-offs are observed?

## Other

Are there any other questions or observations about Compliance, Experience, or Service that might be relevant to this process?

# Micro – ask during the session step-by-step

Perform a Step-by-step (groupings of steps) review of the processes that including the following questions: (ask these over and over). *(Write the following 4 questions and 12 guiding responses on the board):*

## Why does the activity exist (label or color code each process box)?

* + Necessary Business Function
  + Legal or Regulatory Requirement
  + Technical Limitation
  + Other (e.g., “always did it that way”, departmental silo, policy/non-compliance...)

## Does the activity add value to the customer and can be:

* + Eliminated or substituted or combined
  + Automated (What tasks should a system do that we spend a lot of time with?)
  + Completed by Supplier or Customer/Student, Other Department, etc.

## What steps should be added to:

* + Improve communication
  + Prevent problems (e.g., if we add a proactive step, it improves the process dramatically)

## What steps should not be changed?

* + Best practices already in place.
  + Excellent feedback from customers.
  + Provide high value to customers.

# MACRO – AT THE END

**Go back to the Macro level review of the process, looking at the entire Process Map using the following tools:** *(Write the following 8 questions on the board.)*

## Time

*Questions to identify processing, wait, setup and rework times for processes.*

* + - What tasks consume the greatest amount of time?
    - Are there any “hang ups” or bottlenecks?

## Cost

*Questions to identify cost of processes and return on investment of creating new processes.*

* + - How many iterations are there? (can re-ask this question)
    - Are all roles essential?

## Quality

*Questions to identify quality problems, rank them and then find the root cause to eliminate them.*

* + - Are there any missing or redundant reviews and/or approvals?

## Service

*Questions to identify service issues based upon the frustrations of the customer.*

* + - What is the customer experience during this process?
    - What complaints and /or compliments did customers deliver?

## Other

Are there any other observations or questions about Compliance, Experience, Service, Time, Cost, or Quality that might be relevant to this process?

# identify areas of waste/opportunities for improvement

**Ask the stakeholders to think about their process for “areas of waste/inefficiencies” or “opportunities for improvement” in terms of:** *(Write Areas of Waste/Inefficiencies with the 6 bullets below on the board):*

* + Time
  + Cost
  + Quality
  + Compliance
  + Service
  + Experience

THROUGHOUT YOUR QUESTIONING INTERNALLY: Look for the 8 types of waste and highlight these areas. As you see these items arise in the Macro or Micro questioning, you can question around these areas more as needed/as themes come up that indicate waste.

* + **D**efects
  + **O**verproduction
  + **W**aiting
  + **N**on-utilized Talent
  + **T**ransportation
  + **I**nventory
  + **M**otion
  + **E**xcessive Processing
  + Consider waste in terms of: Time/Speed, Cost, Quality, Service, Compliance, Experience

# Metrics questions

**Pick and choose which questions are relevant.** Write the recommended questions on the board.

* What data do you use, that is currently available, to track this process’s performance?
* What is the average cycle time?
* What is the cost?
* How do you measure quality? How should we?
* What do you measure customer satisfaction? How should we?

## Other possible questions to ask:

* Can you measure effort hours within the process?
* What is the total effort?
* What is the percentage and/or number of iterations (i.e., those that go back) and what are the reasons?
* What are the current transactions/week or month? For example, we posted X jobs in October, for which we received X applications/resumes, we rejected X, we interviewed X we made X offers, we made x hires. How much do you spend on external recruiters in October?

# At the end – additional review thoughts

**Ask the following questions as a general summary/opportunity for stakeholders to provide any other information:** *(Write on board: Additional Information Pain Points? Opportunities for Improvement?)***:**

## PAIN POINTS:

* + - After reviewing this process, are there any other Pain Points that you can identify?

## OPPORTUNITIES FOR IMPROVEMENT:

* + - After reviewing this process, are there any opportunities for improvement that are identifiable?
    - For identified OFIs, ask about the high-level, foundational “Future State” Enablers/catalysts that consider the Organizational/Business Context and serve as a framework that the Future or “Future State” Process will be built upon.
      * **OFI –** a statement of opportunity
      * **Catalyst –** something that helps facilitate change – what needs to

happen to “make it happen”

* + ***CREATIVITY*:** Do not limit your analysis to the above analysis topics. Get creative and perform additional analysis/ask additional questions as needed.

# Post Meeting:

* Immediately document and distribute meeting notes and action items; establish “due by” date for action items
* Before you leave the room:
  + Take pictures of anything documented on walls
* Determine roles for cleaning maps/notes and completion of the analysis deliverable (Excel doc)
* Close out action items including:
  + Collect remaining data
  + Follow up on open items
* Schedule upcoming meetings

WRITE ON THE BOARD BEFORE SESSION:

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| **MACRO – BEGINNING OF SESSION TIME:**   * What is the percentage of manual to automated tasks? |
| **COST:**   * How many people (swim lanes) are involved? * How many iterations are there? |
| **QUALITY:**   * How many hand-offs are observed? |
| **OTHER:**   * Are there any other observations about compliance, experience, or service that are relevant to this process? |

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| **MICRO – DURING THE SESSION**  **Why does the activity exist (label or color code each process box)?**   * Necessary Business Function * Legal or Regulatory Requirement * Technical Limitation * Have always done it this away or another reason |
| **Does the activity already add value to the customer or can it be:**   * Eliminated or substituted or combined * Automated Completed by someone else |
| **What steps should not be changed?**   * Best practices already in place. * Excellent feedback from customers. * Provide high value to customers. |
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| **MACRO – END OF SESSION TIME:**   * What tasks consume the greatest amount of time? * Are there any “hang ups” or bottlenecks? |
| **COST:**   * Are all roles essential? * How many iterations are there? |
| **QUALITY:**   * Are there any missing or redundant reviews and/or approvals? |
| **SERVICE:**   * What is the customer experience? * What complaints and/or compliments did customers provide? |
| **OTHER:**   * Are there any other observations about compliance, experience, service, time, cost, or quality that are relevant to this process? |

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| **AREA OF WASTE/INEFFICIENCY**  **TIME:** |
| **COST:** |
| **QUALITY:** |

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| **SERVICE:** |
| **EXPERIENCE:** |
| **COMPLIANCE:** |

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| **METRICS** |
| * What data do you collect? * How long does this process usually take? * What is the cost? * How do you measure quality? * What do you measure customer satisfaction? |

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| **METRICS** |
| * Pain Points? |
| * OFIs? |
| * Catalysts? *(what needs to happen to make OFIs happen?)* |