A close up of a sign

Description automatically generated

FUTURE STATE

facilitation guide

# in advance

* Review work done to date: Current State process map(s), Process Analysis Outputs and Deliverables, Key Pain Points and Future State Opportunities for Improvement (OFIs), etc.
* Schedule meeting with appropriate room (projector, whiteboard, wall space, capacity); Make sure an Outlook meeting is sent to all participants
* Publish agenda and send via e-mail at least 3 days in advance.
* Prepare flipcharts /worksheets for the workshop, check supplies, including candy for the meeting
  + Paper (butcher), Flip Chart Paper, Scissors, Tape, Markers, Candy

# Facilitator Behavior

* Be sure to bring your energy – have fun (and be intelligent) with this.
* Find an opportunity to compliment the participants
* Cell Phones off/away (wear a watch for timekeeping or use documenter for time keeping)
* Reminder - Be Enthusiastic – Engage participants
* ACQ (Ask Clarifying Questions)
* Write/Document Clearly
* Pace will be rapid – we will need to:
  + Arrive prepared
  + Avoid atomic level of definition
* Steer clear of Analysis Paralysis by:
  + Focusing on “Whales” versus “Minnows”
  + Focus on the Process, not the Players
  + Understand context – should this happen always, sometimes or once in a “blue moon”
  + Be aware of potential rabbit holes (use a flipchart parking lot)
* Embrace a spirit of team-based improvement - no “wrong” answers or suggestions
* Stay focused on how it should work (ideally) in the future
* Be aware of the scenarios/domains

# Documentor behavior

* Arrive 30 minutes early
* Help facilitator prepare the walls (add any needed prep information on the board): Benefits, Timeline questions (quick hit, short term, medium term, long term)
* Open up a new Current State template (saved in Box Toolkit)
* Save your file as a Future State document at the beginning and save often!
* Communicate with your facilitator throughout the session (clarification of concepts, need for change of pace, prompt to assist with filling in the process, tracking time, etc.)
* Keep track of time. Let your facilitator know when there are 30 minutes left, 15 minutes, and 5 minutes (or other pre-arranged times).
* Before you leave the room:
  + Take pictures of the process maps and flip charts / walls
* Determine roles for cleaning and finalizing maps for review and for developing the Recommended Action Plan (RAP) with the facilitator.

# welcome & AGENDA for session

Thank you again for being here, we are super excited to envision an improved future state for this process! This is the fun work! Dream big!

**Purpose & Goals for session:** Our goal for today is to create a future state map of the process, as well as begin thinking through and prepping for a recommended action plan.

**Time for mapping:** Future state mapping is intended to be a relatively quick process. We want to reflect on where we currently are to create the future state, but the focus should always be the future state, rather than spending too much time hashing out existing practices. Taking all of this into consideration, we will spend 1-1.5 hours on developing the future state map.

**Time for review and prep recommended action plan:** We’ll spend the remainder of out time today reviewing the future state map and prepping for the recommended action plan.

**Reminder of ground rules:** no bad ideas, no judgement, check your title at the door – all voices equal

# during the session - aNALYSIS review

**Recap what was learned during the analysis. This will get everyone thinking about the desired future state and what we are trying to overcome.**

* We identified XX pain points
* We grouped those pain points into major buckets or themes (EXAMPLES BELOW – Customize for your process):
  + **Communication** issues lead to a difficult process
    - Duplication of efforts between department/college and and back and forth communications in between.
    - Unsure what departments have done already - lack of clear communication
    - A lot of communication via email/phone, etc..
    - Checklist - who does what
    - Dept is in the dark waiting to hear back from TAO
  + **Manual process**
    - Emails
    - Phone calls
    - Forms
    - Having to go into many systems to look information up, lack of work flows or notifications
  + **Technology limitations**
    - Having to go into many systems to look information up, lack of work flows or notifications
    - Many systems that don't talk (do different things in different systems)
    - Lack of ability to track the progress of the process in a system
    - Lack of ability to track updates of applicants / history
    - Access to systems and information
    - Clearance process is not trackable or traceable thru a system
    - No capturing or recording information on each candidate for future use
  + **Inconsistent or unclear policies and/or processes** 
    - Policy for contingent offers unclear and inconsistently applied
    - Background screening (when needed, which one, etc.)
    - Health Assessments inconsistently implemented (can they start working prior to results? No?)
    - Different departments following different processes for the same desired end result

The idea behind future state is to think about this process if we removed the obstacles, challenges, pain points, limitations, etc. Knowing what we know in the current state and analysis (process, PP, OFIs), and removing any of the limitations, **Let's think about** what should our optimal future state look like (land of rainbows and unicorns)? *[this is a good time to remind them it is not intended to be a direct future current state****, but a method to get us beyond lift and shift and thinking innovatively*** *beyond current limitations and inefficiencies to a desired future state]*

# Set up for future state

* Define the process parameters:
  + What should be the **objective** of the process?
  + What should **trigger or start** the process to begin (an event or triggering activity)?
  + What should **conclude or end** the process?
  + Approximately **how frequently** should this process be performed (on a daily, weekly or monthly basis)?
  + Who should be the **“players” (ROLES)** in the process (people, system, department)?

# Mapping

Now that we have defined the parameters, let’s move into actual mapping of the desired future state.

A big difference for how we map the future state vs. current state is we remove the swim lanes at first. We want to focus on the WORK that needs to be completed in order to meet the objective of the process.

Reminder about the mapping concepts:

* Square boxes are activity boxes – grey is a manual step and teal is a step that happens automatically
* Blue bars under the activity boxes are where we can indicate what system work is being completed in
* Decisions are the orange diamonds
* Circles are starts and stops   
    
    
  **A KEY DIFFERENCE – WE WILL FOCUS ON WHAT SHOULD HAPPEN AND HOW IT SHOULD HAPPEN. WORRY ABOUT WHO LAST**
* **Start Mapping**: reiterate the start. “This process should start when (ROLE) does (START ACTIVITY). Then ask...
* **What should happen next** (and next, and next…)?
* Identify how handoffs should occur (Email, Walk over, workflow/queues)
* Other questions:
  + Should the process trigger other processes?
  + Should there be wait times (time clock)?
  + In the future state, what cost, quality, service, speed/time, experience, or compliance issues might exist? (Pain points or waste)
* Should any metrics or data be collected throughout the process?
  + **Now let’s focus on WHO**
    - What is a logical grouping of tasks, to minimize hand-offs, but balance the amount of knowledge that is needed to complete the work?   
      Assign roles to groups of steps that you have defined
  + Make sure you have defined:
    - Process end/Result (What it should be)
    - Event that triggers the next process to begin

# prep for recommended action plan

After completing the future state map with the WHO, move the focus over to the categories that are written on the shared document (Google doc or shared screen) as follows:

* If this was our new process (the future state), what tangible and intangible ways would it be better?
  + **BENEFITS**: Consider improvements in **compliance, cost, quality, service,** **speed,** and **experience** - capture those on the shared document.
* What needs to happen to implement our future state (on shared document or screen):
  + **IMPLEMENTATION ACTIONS:** Quick hits, short term, medium term, and long term?
* What would be a(an) outcome(s)/result(s) that would evidence success in this future state process as defined? (on shared document or screen)
  + **CRITICAL SUCCESS FACTORS:** Capture these in a bulleted list on the board/wall.
* What metrics should be collected/identified in the future state? (on shared document or screen)
  + **METRICS:** Capture these in a bulleted list on the board/wall.

# After session

Before you leave the room:

* Take pictures of the process maps / flip charts / walls
* Immediately document and distribute meeting notes and action items; establish “due by” date for action items
* Close out action items including:
  + Collect remaining data
  + Follow up on open items
* Review metrics and the “self-evident” issues and determine next steps