PROCESS MAPPING

About Qdot

Qdot managed by a team of experienced professionals, is committed to promote quality & excellence culture in GCC (UAE, QATAR, KSA, Oman, Kuwait, Bahrain) by providing below mentioned services.

Management System Services
- ISO 9001, ISO 14001, ISO 45001, HACCP, ISO 22000, FSSC 22000, BRC GS, Halal, ISO 22716 (GMP),Organic Certification, ISO 27001, ISO 41001, ISO 37001, ISO 50001, ISO 55001, ISO 17020 & ISO 17025 etc

Training Services
- IRCA Approved Lead Auditor
- Awareness & Trainings on ISO Standards

Product Registration
- SABER, SQM, SFDA, CITC, IECEE, ECAS, EQM, RoSH, EESL, SLCP, G-Mark etc

Social Compliance
- SEDEX, SA 8000, amfori BSCI, ISO 26001, WRAP, GRLI, ESG, CTPAT etc

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Workshop Objective

➢ Understand the importance of business processes

➢ Become familiar with different types of process maps

➢ Describe how to create a deployment flowchart

➢ Discuss how flowcharts can help with process measures and process improvement

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What to Learn in the Workshop??

➢ What is Process & its relationships?

➢ What is Process Approach?

➢ What is Process Mapping?

➢ What are different tools for Process Mapping?

➢ What is a Flow Chart?

➢ How to draw a flow chart

➢ How to improve the process by using process mapping tools?

➢ What are the Questioning Techniques?

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What is a Process?

- A process is a series of steps that transform inputs to outputs

  - Inputs to a process include materials, methods, information, people, equipment, the work environment
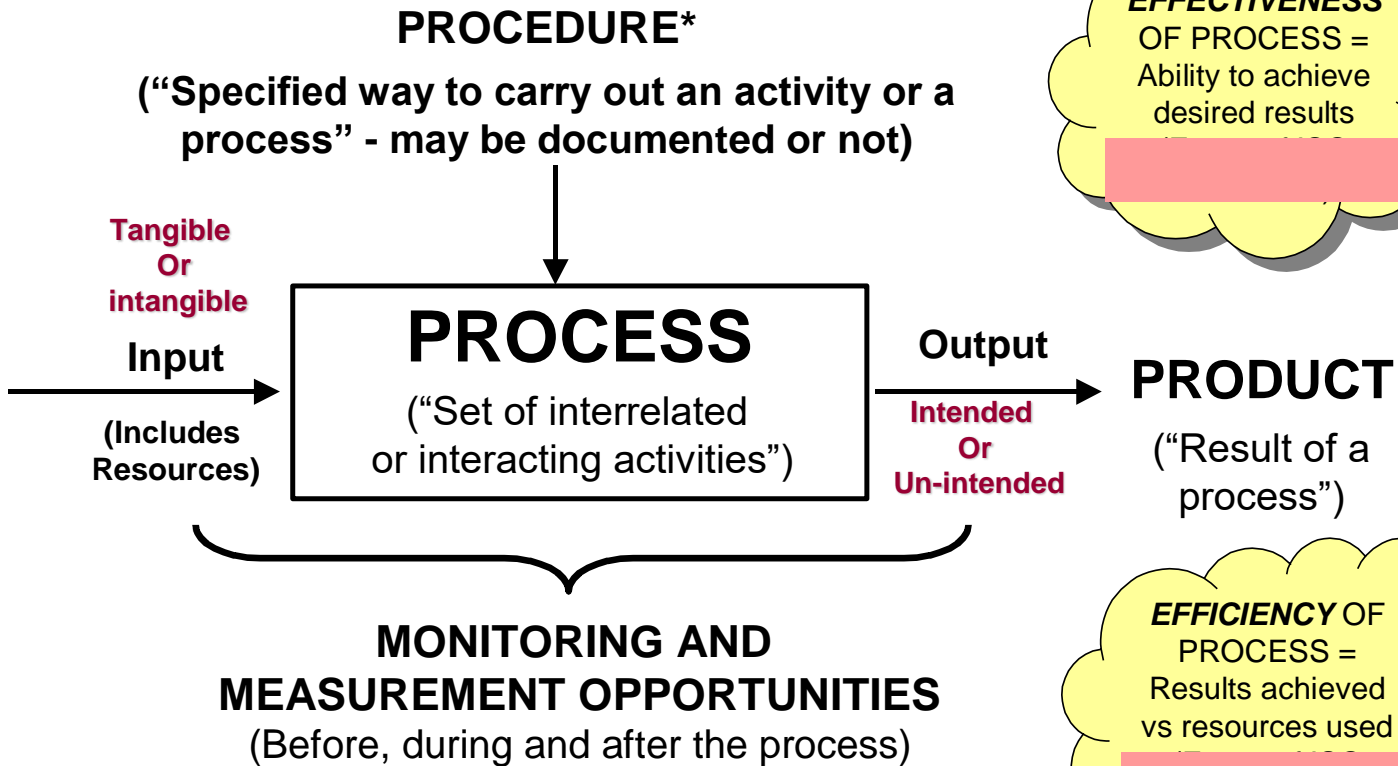 - Outputs of a process are products and services

- Everything you do in the workplace is part of a process

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"Process & its Relationships"

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"Processes describe what we do and procedures (describe) how we do it"

PROCEDURE*

("Specified way to carry out an activity or a process" - may be documented or not)

Tangible Or intangible

Input

(Includes Resources)

PROCESS

("Set of interrelated or interacting activities")

Output

Intended Or Un-intended

PRODUCT

("Result of a process")

MONITORING AND MEASUREMENT OPPORTUNITIES
(Before, during and after the process)

EFFECTIVENESS OF PROCESS = Ability to achieve desired results

EFFICIENCY OF PROCESS = Results achieved vs resources used

What is a Process?

Inputs to A

PROCESS A

Outputs from A

Outputs from other processes

Inputs to B

Inputs to C

PROCESS B

PROCESS C

Outputs from B

Outputs from C

Outputs from other processes

Inputs to D

PROCESS D

Outputs from D

Why do we care about processes?

■ Processes are the way in which we get work done

■ Processes are the basis of organizational performance

■ Improving work processes are the key to improving organizational performance

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Management Principle - 4

1. Customer focus
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision-making
8. Mutually beneficial supplier relationships

A desired result is achieved more efficiently when activities and related resources are managed as a process,

❑ Focus on the use of resources in process activities, leading to effective use of people, equipment, methods & materials

ISO 9001:2008
(4.1 General Requirements)

Organizations shall,

a. Identify the processes needed for the quality management system and their application throughout the organization,

b. Determine the sequence and interaction of these processes,

c. Determine criteria and methods needed to ensure that both the operation and control of these processes are effective,

d. Ensure the availability of resources and information necessary to support the operation and monitoring of these processes,

e. Monitor, measure and analyze these processes, and

f. Implement actions necessary to achieve planned results and continual improvement of these processes.

Process Approach

Process Mapping

❑ Total and transparent view of the process.

❑ Clear and logical way of thinking about our process.

❑ A way of communicating our process to others.

❑ Highlights potential 'fail' , delay points, missing links & dead ends etc

❑ Highlights precisely how stakeholders are operationally involved.

❑ Identifies how we can strategically seek feedback for process improvement purposes

❑ Leads us to design & implement an efficient system

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Flowcharting

- ❑ A graphical approach to map a process.

- ❑ Identifies distinct elements in the process.

- ❑ Classifies these elements into processes, decisions, delays, data etc...

- ❑ Orders the elements sequentially.

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Flowcharting Symbols

- ❑ Each element is represented by a symbol.

- ❑ There are different standards for flowchart symbols. Main one is ISO 5807:1985.

- ❑ There are many, many different symbols (and many different types of flowcharts).

- ❑ The core symbols tend to be constant.

- ❑ But there are really no strict rules.

- ❑ Symbols can be tailored for your own use.

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Common Flowcharting Symbols

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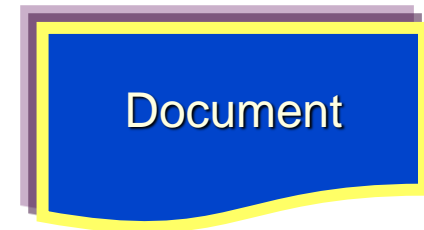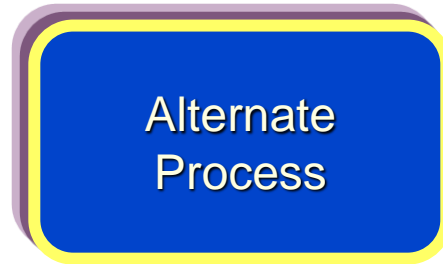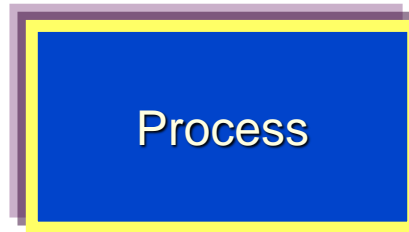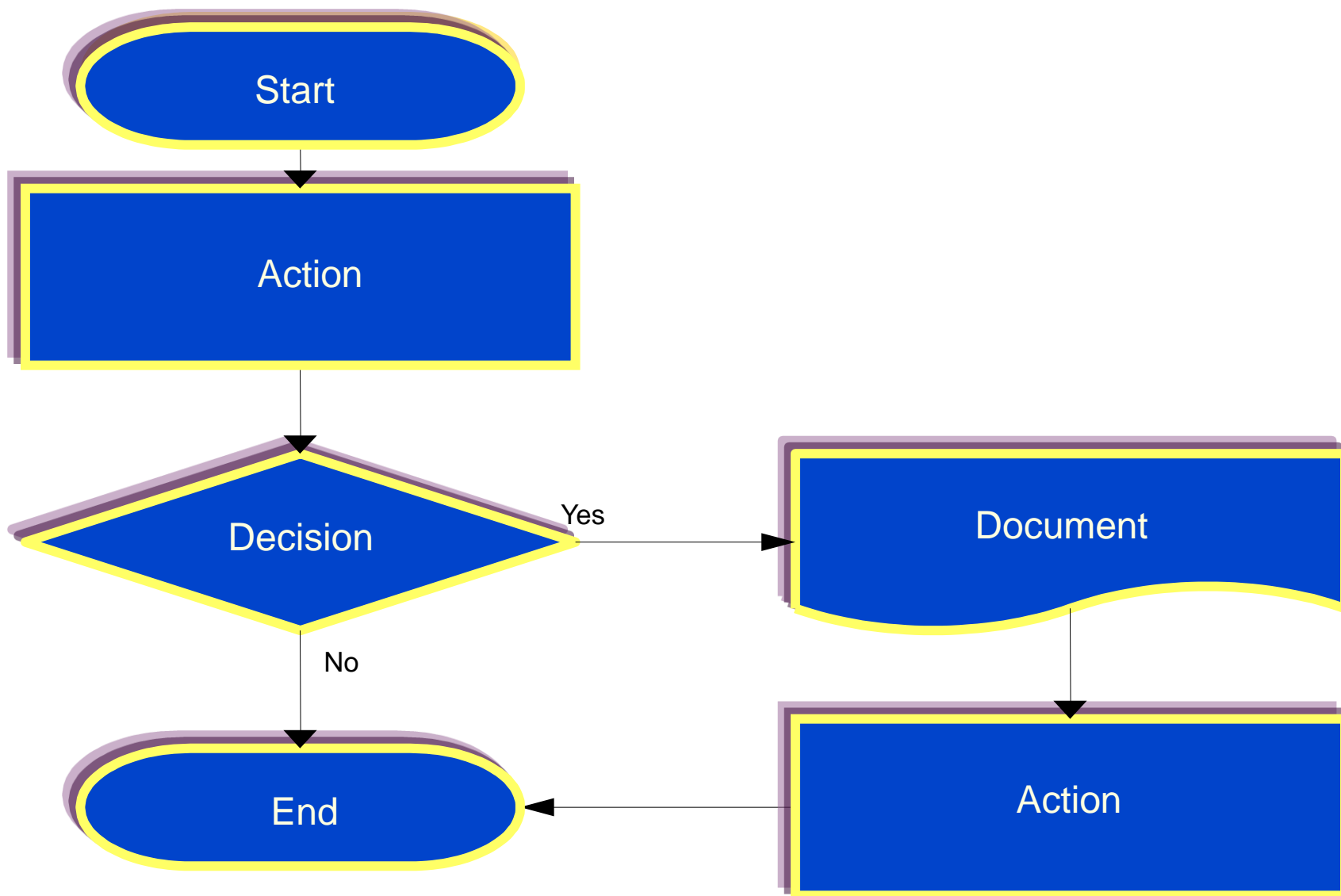
Start/End

Process

Data

Alternate Process

Decision

Link
(on page)

Document

Basic Flowchart Example

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```
Start
  │
  ▼
Action
  │
  ▼
Decision ──Yes──▶ Document
  │                   │
  No                  ▼
  │                 Action
  ▼                   │
 End ◀────────────────┘
```

Basic Flowchart Example

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```
┌─────────────┐
│   Start     │
│ mail check  │
└─────────────┘
      │
      ▼
┌─────────────┐
│   Go to     │
│ Post Office │
└─────────────┘
      │
      ▼
   ◇ Do
  you have      ──Yes──▶  ┌──────────┐
    mail? ◇               │ Letters  │
      │                   └──────────┘
     No                        │
      ▼                        ▼
┌─────────────┐          ┌───────────┐
│    End      │◀─────────│ Read mail │
│ mail check  │          └───────────┘
└─────────────┘
```

Start
mail check

Go to
Post Office

Do
you have
mail?

Yes

Letters

No

End
mail check

Read mail

Basic Flowchart Example

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Start
mail check

1. Go to Post Office

2. Do you have mail?

Yes

3. Letters

No

End mail check

4. Read mail

Numbering the steps is helpful to elaborate any specific step
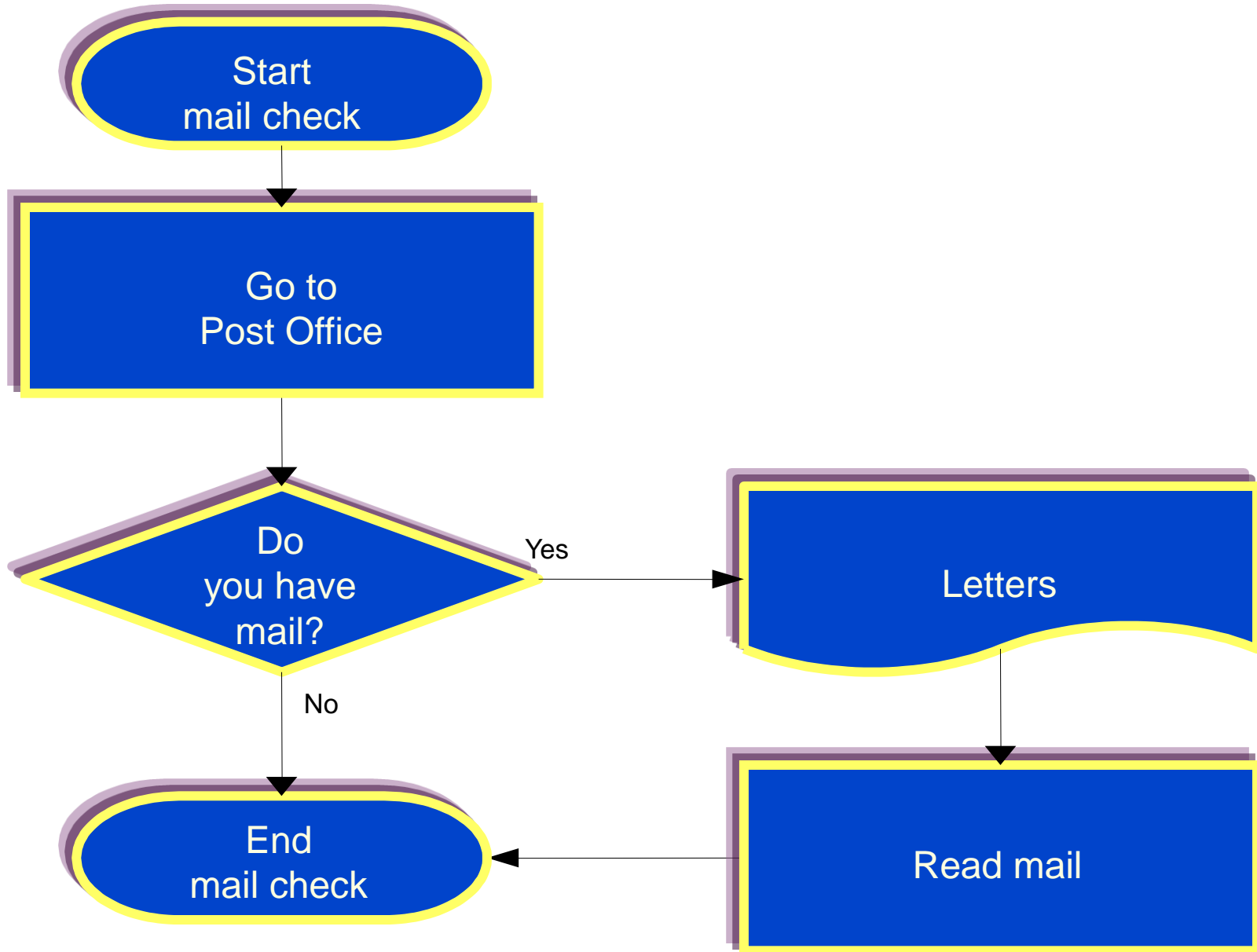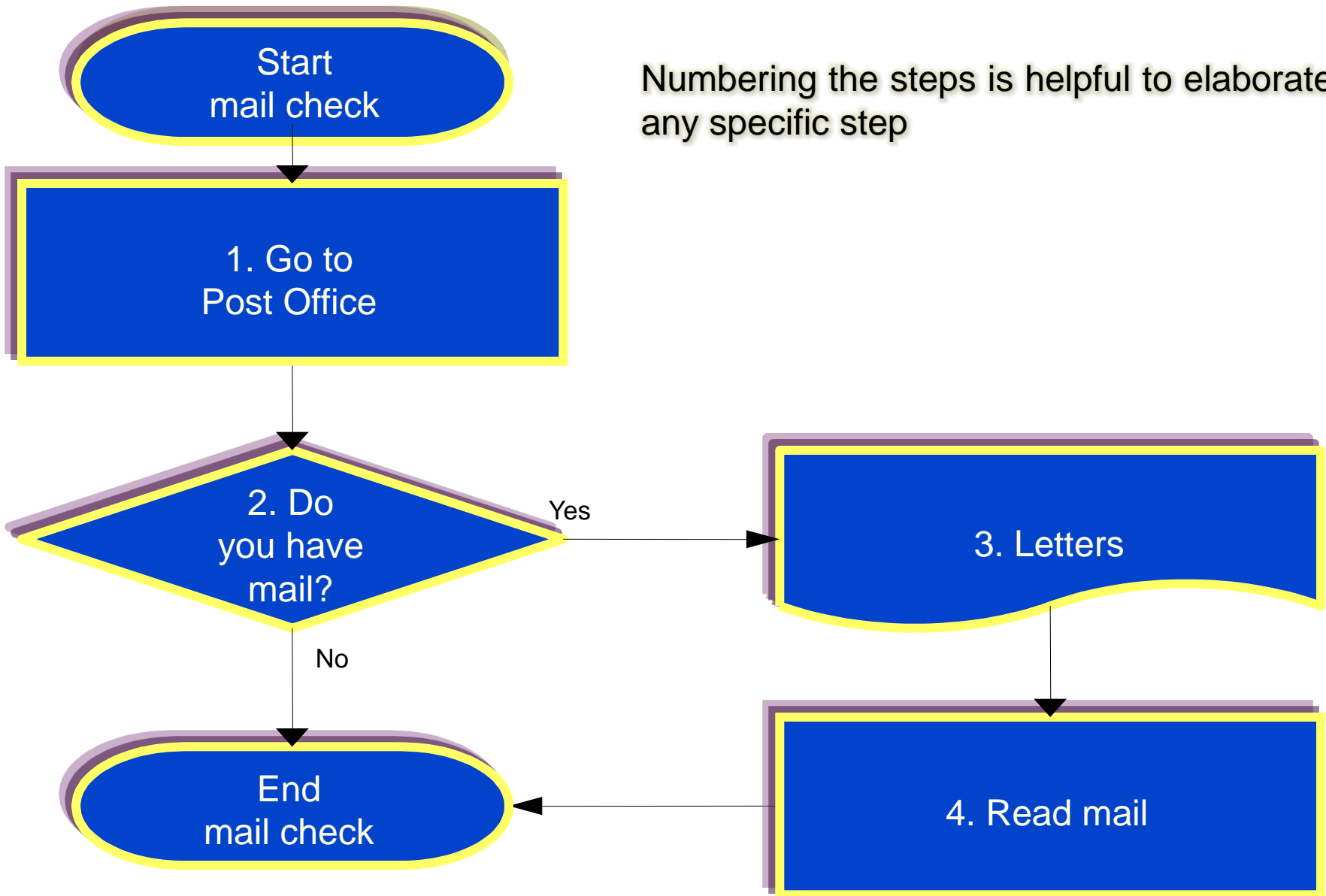
Types of Process Maps

- ➢ Block Diagram

- ➢ Linear Flow Chart

- ➢ Deployment Flow Chart

- ➢ Input / Output Flow Chart

- ➢ Value Add / Non-Value add Flow Chart

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Block Diagram

Hiring a New Employee

Recruit → Hire → Orient → Train
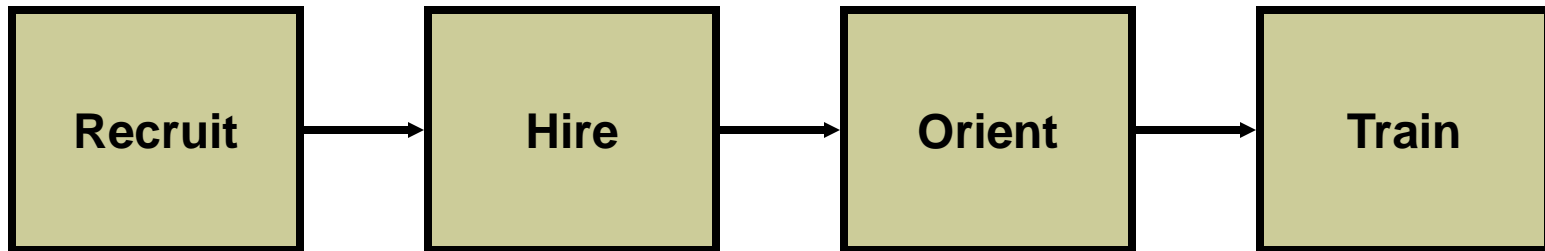
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Linear Flowcharts

New Employee Processing

New employee arrives → Tour office → Review policies and procedures → Questions?

Questions? —Yes→ Answer questions

Questions? —No→ Fill out new employee forms → Deliver forms to HR for processing

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Deployment Flowcharts

Civil Service Competitive Staffing Request Macro Cross Functional Process Map

ORS HRB	ORS Requesting Organization	ORS Budget Office	ORS EEO Office

Action initiated for hire

Approved by Budget

Approved by EEO

Receipt of documents for hiring request

Package acceptable for processing in accordance with HRB guidance — **No** → Coordinates changes and returns to HRB

Yes

Joint decision with HRB and EEO on publicizing vacancy ← A

Announce the vacancy & send to sources.

Determines if adequate applicant pool — **No**

Yes

Determine if applicants meet minimum qualifications & basic eligibility

Determine Best Qualified candidates for referral. Determine if adequate pool of "BQ" applicants — **No**

Yes

Prepare & issue "BQ" lists of eligibles

Assesses applicants, makes selection & prepares letter for EEO approval — **No** → Go to A

Yes

EEO approves selection — **No**

Yes

In conjunction with HRB, negotiates job offer with applicant — **No**

Yes

Preemployment screenings accomplished and Enter on duty date Established

Actual Enter on duty

= Subprocess map   = On page reference   = Decision or Condition   = Beginning and Ending

3/6/2001
E Map Product
Approved

How to Draw a Flow Chart

1. Think the process

2. Identify Stakeholders

3. Identify steps in the Process & resultant Documents

4. Sketch on Paper

5. Place Decision Checks

6. Draft it on computer

7. Make finishing

Note:

- ➢ Ensure process flows from START to END

- ➢ Avoid 'dead ends'

- ➢ Avoid unending loops

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How to Draw a Flow Chart
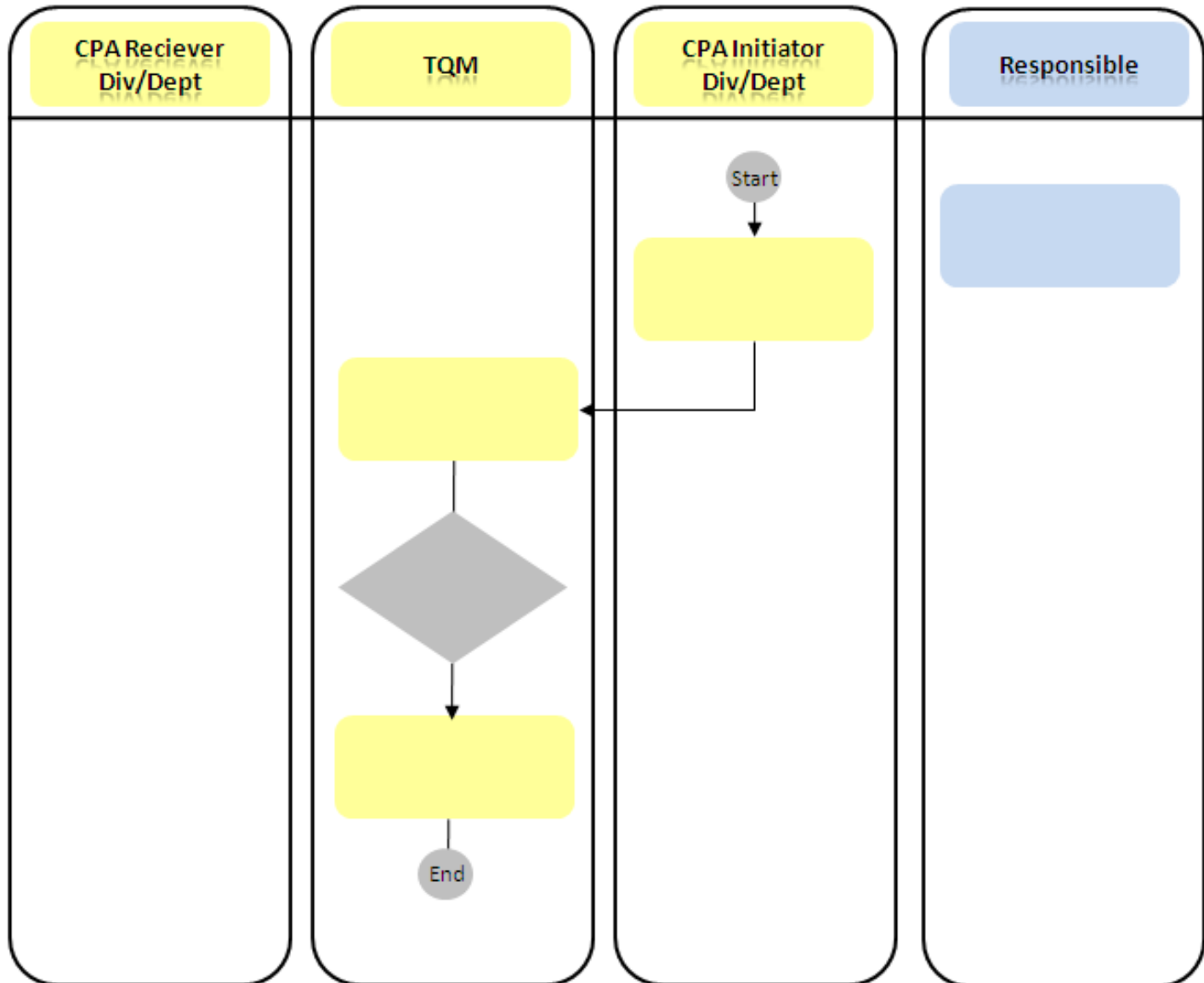
Exercise

Procedure for Corrective & Preventive Action

Draw the Flow Chart

Time = 20 Min

How Much Detail?

❑ For process analysis and improvement purposes, detailed flowcharts are better.

❑ Stay focused on the process client.

❑ Even as you get more detailed, keep the overall process objective in mind.

❑ You can insert additional detail in the symbols (e.g. names; time frames, Document no.) or in supplementary notes, using the numbers on the symbols

Process Improvement
Via Process Mapping

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"The Questioning Technique"

Analyze the entire process, then ask the following questions about each task or step:

WHAT: **Why is it done at all? / Why is it necessary? / Why not eliminate it?**

WHERE: **Why is it done there? / Why not change the Place? / Why not change the sequence? / Why not combine?**

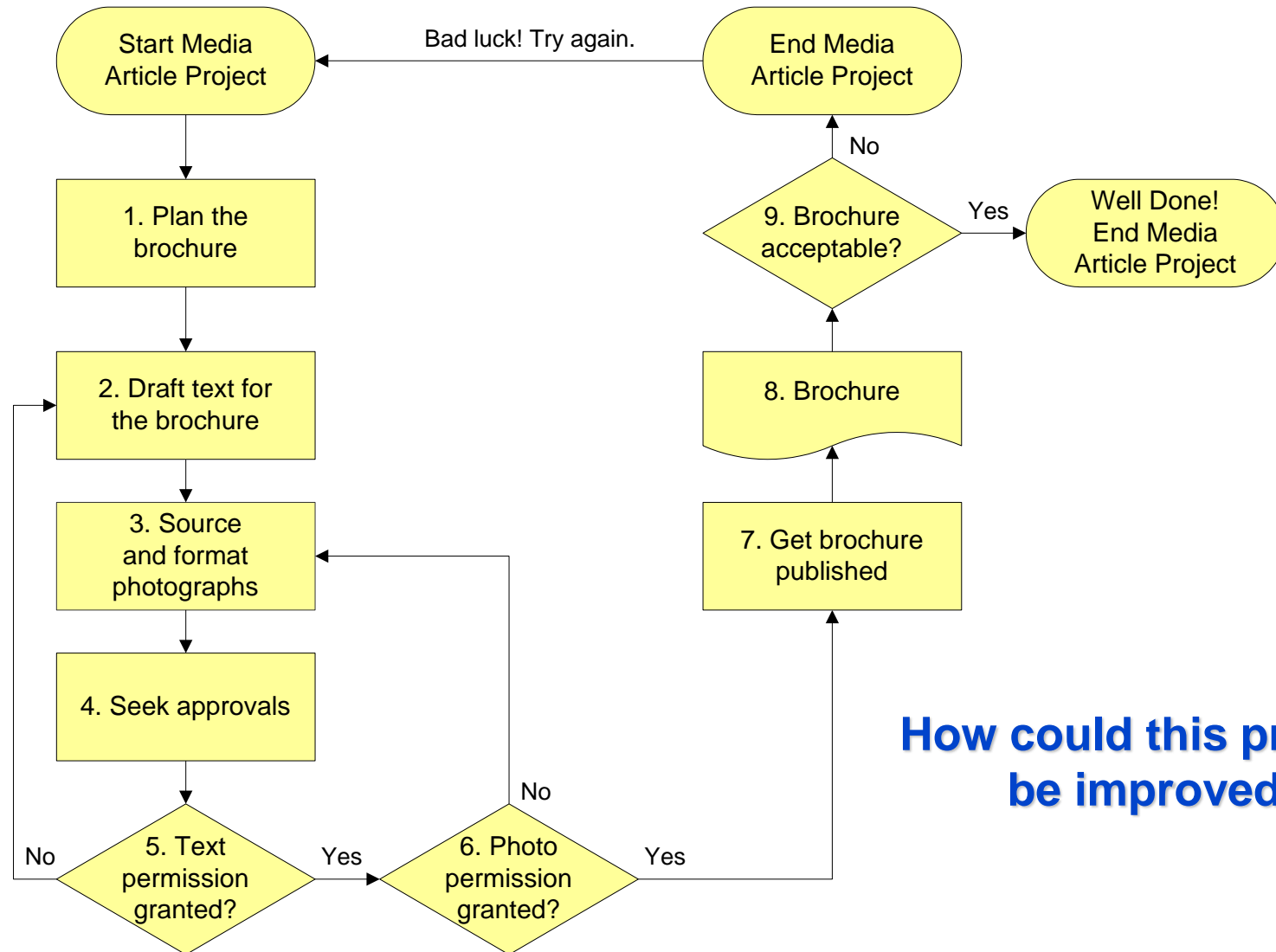**WHEN:** **Why is it done now? / Was it the suitable time? / Why not change it?**

WHY: **Why is it done? What is the Purpose behind? Why done like this?**

WHO: **Why does the person do it? / Why not change the person? / Why not change the sequence? / Why not combine?**
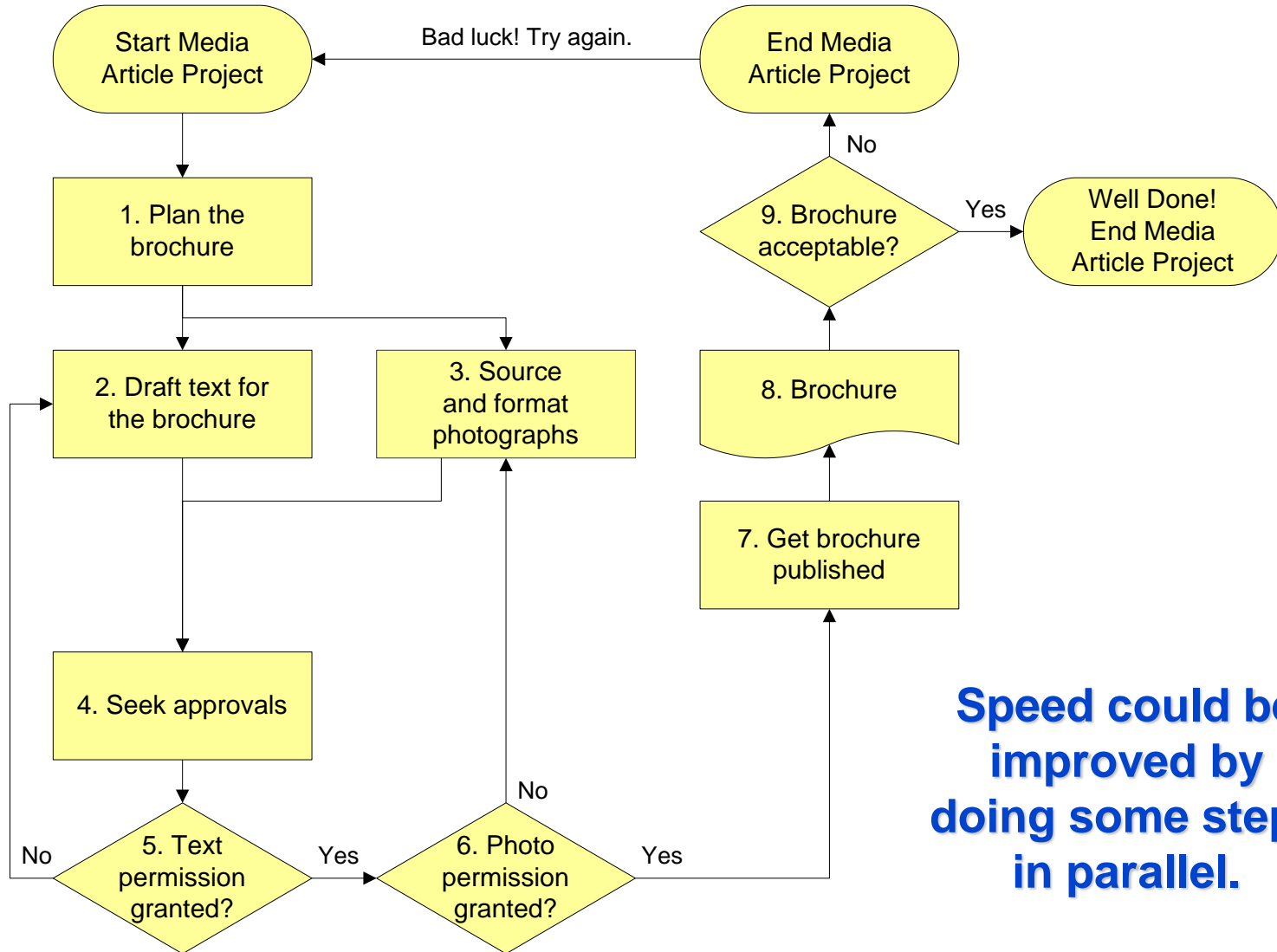
HOW: **Why is it done this way? / Why not do it in a different way? / Why not improve it? / Why not make it easier?**
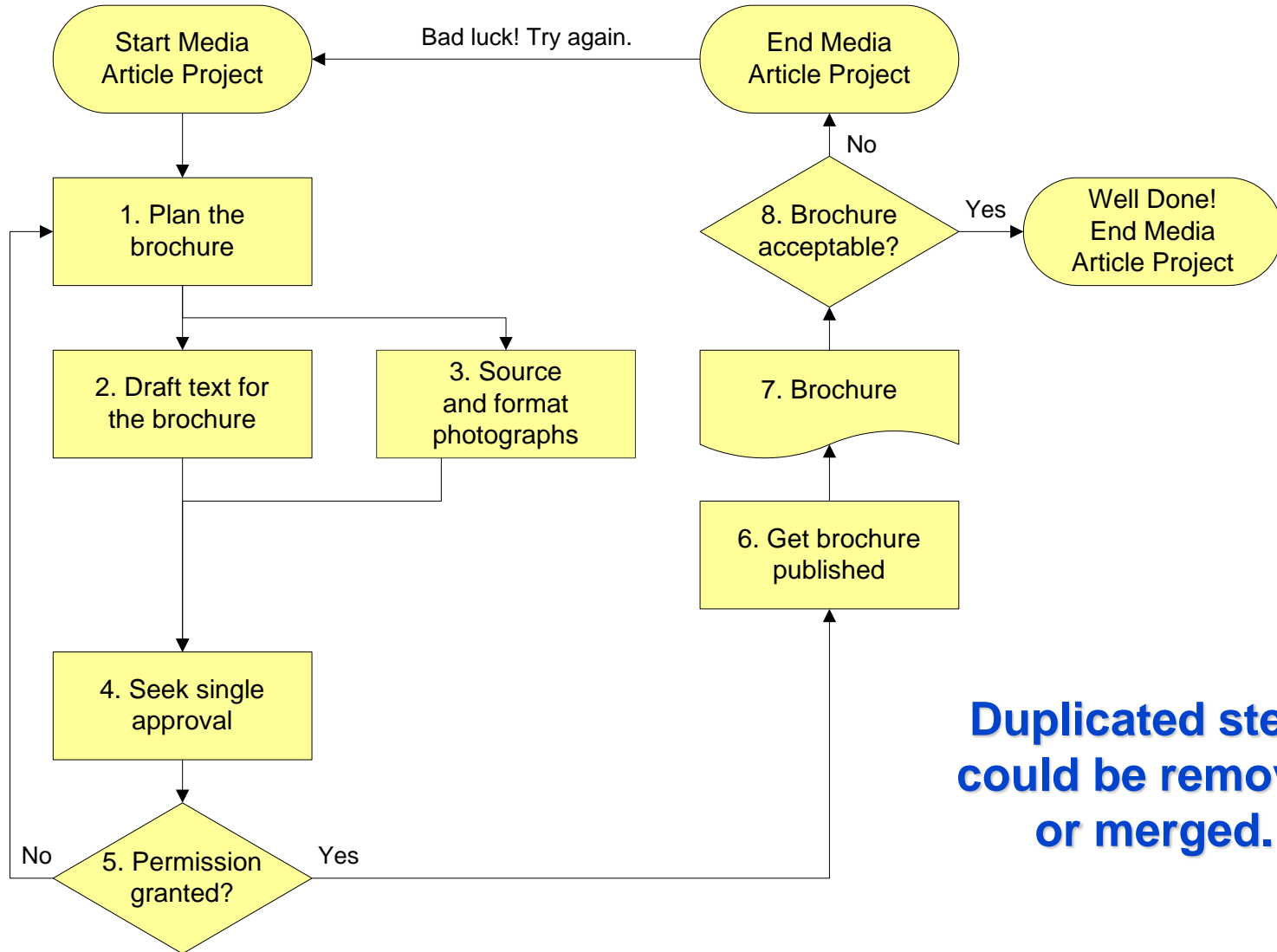
Improving Processes via Flowcharts

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```
Start Media            Bad luck! Try again.           End Media
Article Project  ←──────────────────────────────    Article Project
     │                                                     ↑ No
     ↓                                                     │
┌──────────────┐                              ◇ 9. Brochure ◇ ──Yes──→  Well Done!
│ 1. Plan the  │                              ◇  acceptable? ◇          End Media
│   brochure   │                                     ↑                  Article Project
└──────────────┘                                     │
     │                                        ┌──────────────┐
     ↓                                        │ 8. Brochure  │
┌──────────────┐                              └──────────────┘
│ 2. Draft text│                                     ↑
│ for the      │←─┐                                  │
│ brochure     │  │                           ┌──────────────┐
└──────────────┘  │                           │ 7. Get       │
     │            │                           │ brochure     │
     ↓            │                           │ published    │
┌──────────────┐  │                           └──────────────┘
│ 3. Source    │←──────────┐                         ↑
│ and format   │           │                         │
│ photographs  │           │                         │
└──────────────┘           │ No                      │
     │                     │                         │
     ↓                     │                         │
┌──────────────┐           │                         │
│ 4. Seek      │           │                         │
│ approvals    │           │                         │
└──────────────┘           │                         │
     │                     │                         │
     ↓                     │                         │
   ◇ 5. Text ◇──Yes──→ ◇ 6. Photo ◇ ──Yes───────────┘
No ◇ permission ◇       ◇ permission ◇
   ◇ granted? ◇         ◇ granted?  ◇
```

How could this process be improved?

Improving Processes via Flowcharts

Start Media Article Project

Bad luck! Try again.

End Media Article Project

1. Plan the brochure

9. Brochure acceptable?

No

Yes

Well Done! End Media Article Project

2. Draft text for the brochure

3. Source and format photographs

8. Brochure

7. Get brochure published

4. Seek approvals

5. Text permission granted?

No

Yes

6. Photo permission granted?

No

Yes

Speed could be improved by doing some steps in parallel.

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Improving Processes via Flowcharts

Start Media Article Project

Bad luck! Try again.

End Media Article Project

No

8. Brochure acceptable?

Yes

Well Done! End Media Article Project

1. Plan the brochure

2. Draft text for the brochure

3. Source and format photographs

7. Brochure

6. Get brochure published

4. Seek single approval

Duplicated steps could be removed or merged.
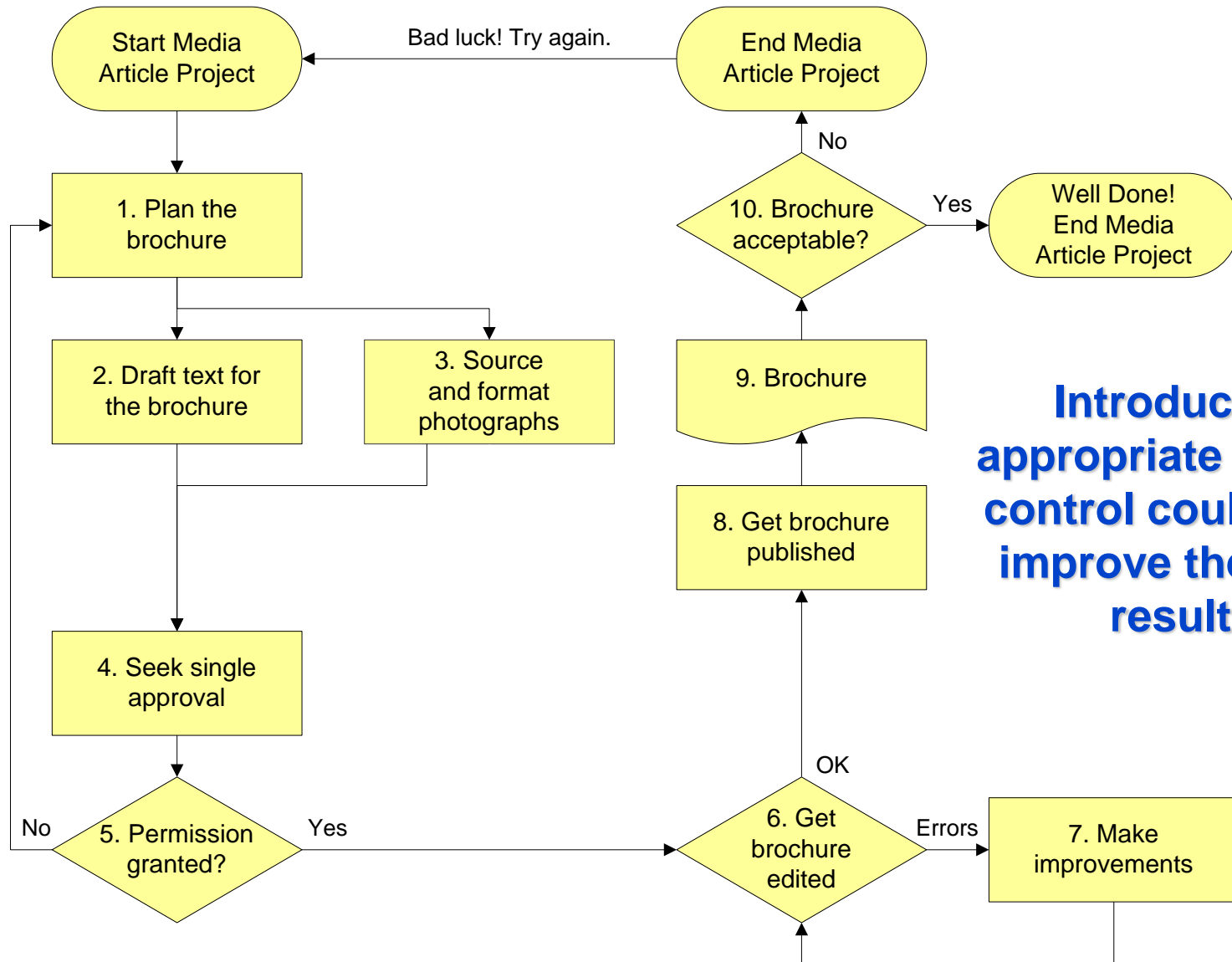
No

5. Permission granted?

Yes

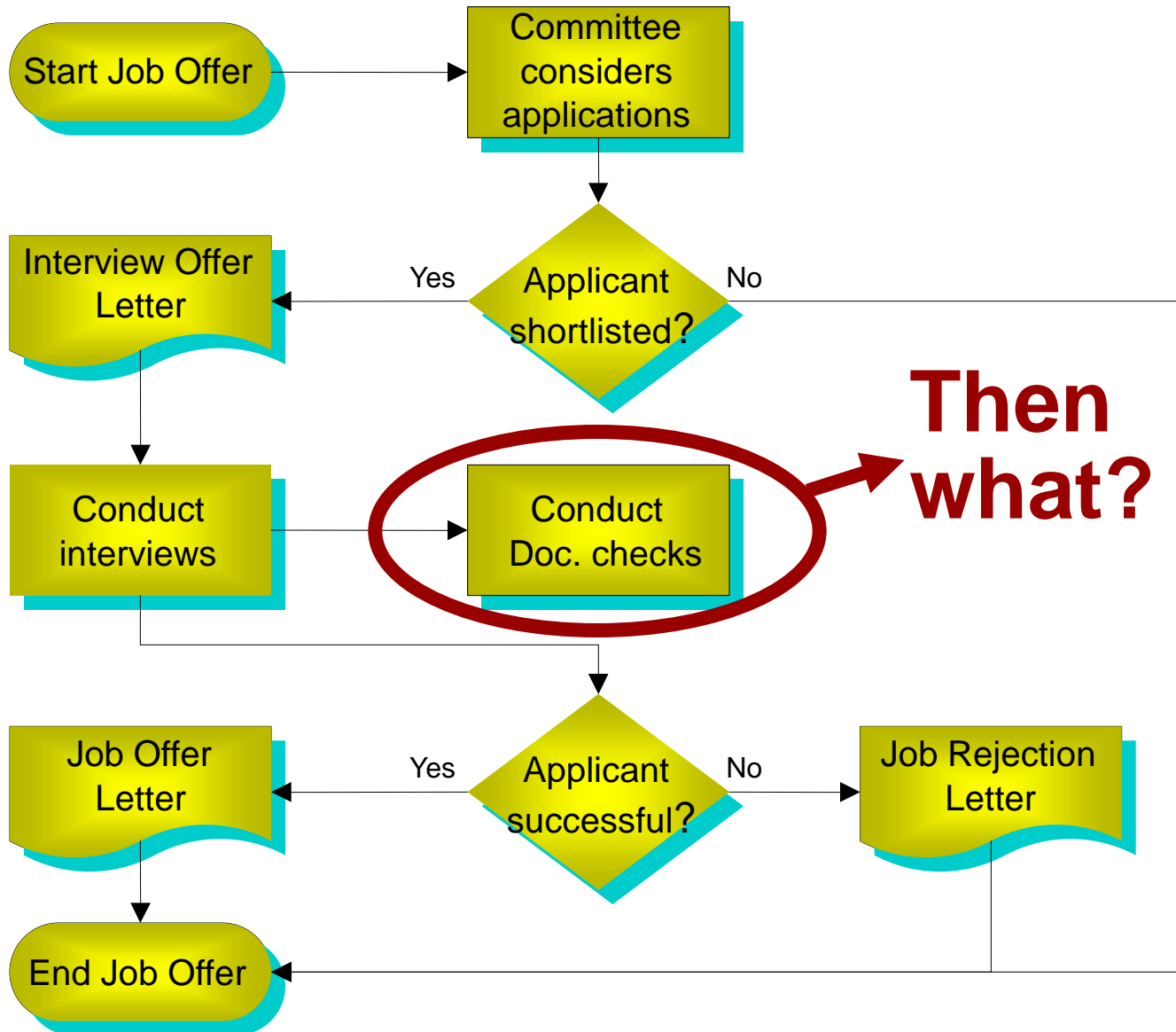# Improving Processes via Flowcharts

Orphans

- ❑ The steps in a process should link together.

- ❑ No process should have a line in with no line out (or vice versa).

- ❑ Test question for processes: "then what?"

- ❑ No decision should have only a single out option.
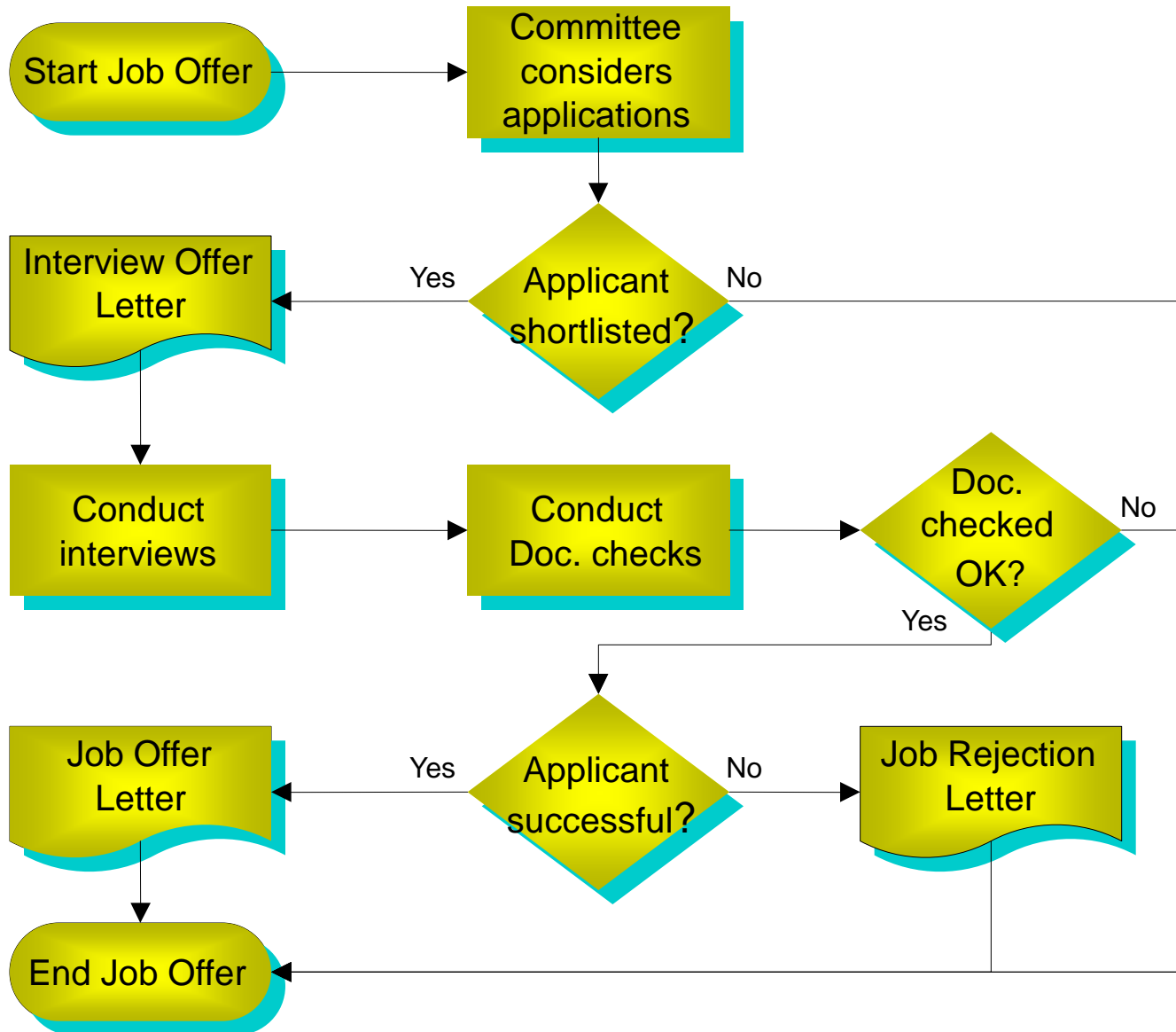
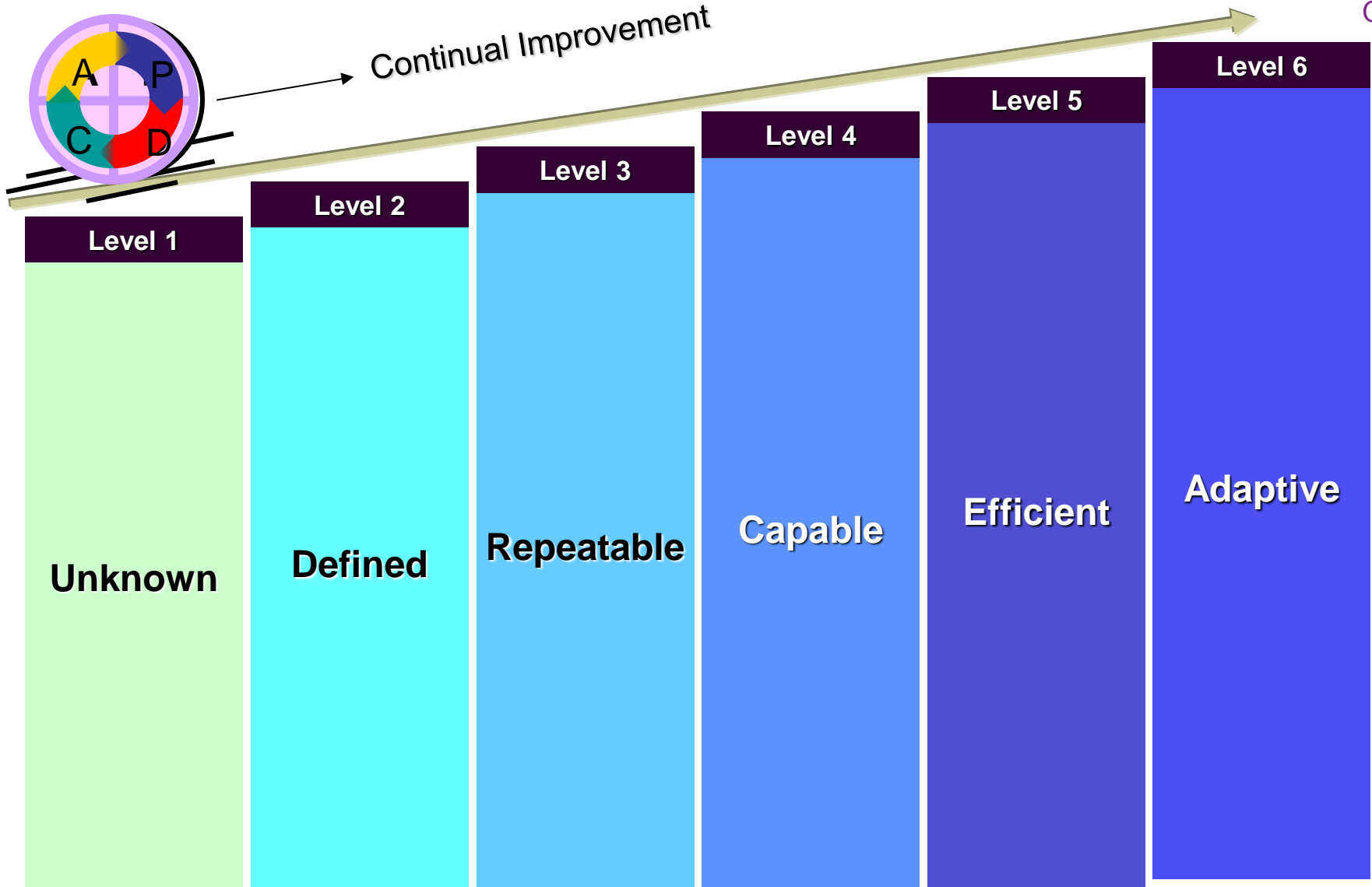- ❑ Test question for decisions: "or what?"

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Examples of Orphans

Start Job Offer → **Committee considers applications**

Committee considers applications → **Applicant shortlisted?**

Applicant shortlisted? — Yes → **Interview Offer Letter**

Applicant shortlisted? → **Or what?**

Interview Offer Letter → **Conduct interviews**

Conduct interviews → **Conduct Doc. checks**

Conduct interviews → **Applicant successful?**

Applicant successful? — Yes → **Job Offer Letter**

Applicant successful? — No → **Job Rejection Letter**

Job Offer Letter → **End Job Offer**

Job Rejection Letter → **End Job Offer**

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Examples of Orphans

Examples of Orphans

Process Maturity Levels

Continual Improvement

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Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Unknown	Defined	Repeatable	Capable	Efficient	Adaptive

Thank You!!

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