

The Process Summary and Augmented Process Summary models are used to convey the entire story of a process. There are 5 main components of a process summary, but as you understand more about a process, you can add to it and create a more complete Augmented Process Summary which includes additional elements.

1 - Title: When selecting a name for a process make sure it points to an actionable response. A good rule to follow is the “verb+noun” naming scheme, such as *Facilitate Workshop*. To check whether the process is named effectively use the past-tense test, *workshop was facilitated*.

2 - Sub-processes: These are the tasks that move the process along from when it is started to when it is completed. When determining the amount of sub-processes use the “5 +/- 2 rule. Sub-processes should also follow the same “verb+noun” naming scheme as the title.

3 - Triggers: Triggers identify what kicks off the process. There may be more than one trigger.

4 - Results: The outcomes, or results, identify what has been accomplished after it is complete. Often there are multiple results at the end of a process.

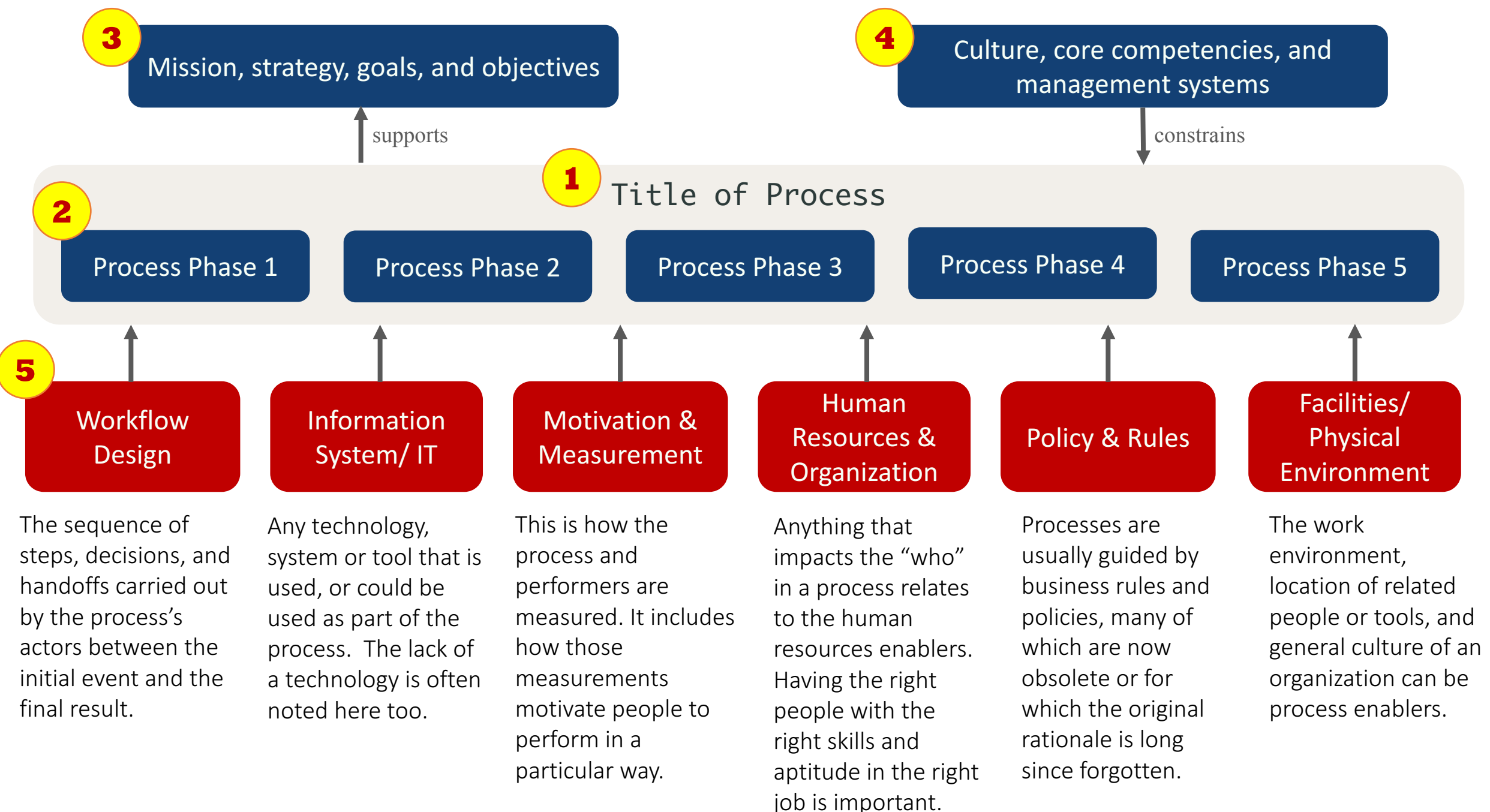
5 - Actors: The actors, or participating organizations, consist of anyone who administers a process, interacts with a process, or provides oversight. Some actors may play a significant role, while other may play a minor role, and some may external to your organization. It is important to show all actors and often you will continue to add to the actors as you get deeper into your analysis.

The following elements make up the Augmented Process Summary, but are not necessary in the initial Process Summary.

6 - Sub-process Details: Each sub-process is made up of many smaller processes which help to tell the story of what is taking place at each step. Summarize the important details in short bullets to further show the complexity of the process. You will not be able to include everything here, but can document other important aspects to the process.

7 - Tools: Every process is supported by many tools that help to facilitate the process. These tools may include things like spreadsheets, file folders, and email in addition to more traditional system specific tools such as databases, websites, and software.

8 - Data: Document the entity level data points that are used in the process. These may serve as a starting point for additional data modeling in the future and should be kept in mind when planning any recommendations.



The Process Assessment model builds upon the Process Summary model to show the factors that provide context for the environment the actors work in. This model considers the factors of the processes, or the process enablers, and also the goals and constraints of the process.

1 - Title: When selecting a name for a process make sure it points to an actionable response. A good rule to follow is the “verb+noun” naming scheme, such as *Facilitate Workshop*. To check whether the process is named effectively use the past-tense test, *workshop was facilitated*.

2 - Sub-processes: These are the tasks that move the process along from when it is started to when it is completed. When determining the amount of sub-processes use the “5 +/- 2 rule. Sub-processes should also follow the same “verb+noun” naming scheme as the title.

3 - Goals: A business process has goals to maintain a standard of service each time the process is conducted. The goals should be explicit where they have the ability to be measured. The goals of the process are the external results the organization wishes to produce after completing the process.

4 - Constraints: Constraints are the areas hindering smooth operation of the business process, and most times accurately identified in the kick off meeting. Often the constraints are things that are most difficult to change.

5 - Process Enablers: The enablers provide context for the functional drivers of the process. There are 6 enablers of business processes:

1. **Workflow Design** - The sequence of steps, decisions, and handoffs carried out by the process’s actors between the initial event and the final result.
2. **Information Systems/IT** - Any technology, system or tool that is used, or could be used as part of the process. The lack of a technology is often noted here too.
3. **Motivation and Measurement** - This is how the process and performers are measured. It includes how those measurements motivate people to perform in a particular way.
4. **Human Resources & Organization** - Anything that impacts the “who” in a process relates to the human resources enablers. Having the right people with the right skills and aptitude in the right job is important.
5. **Policies and Rules** - Processes are usually guided by business rules and policies, many of which are now obsolete or for which the original rationale is long since forgotten.
6. **Facilities/Physical Environment** - The work environment, location of related people or tools, and general culture of an organization can be process enablers.

6

Quality

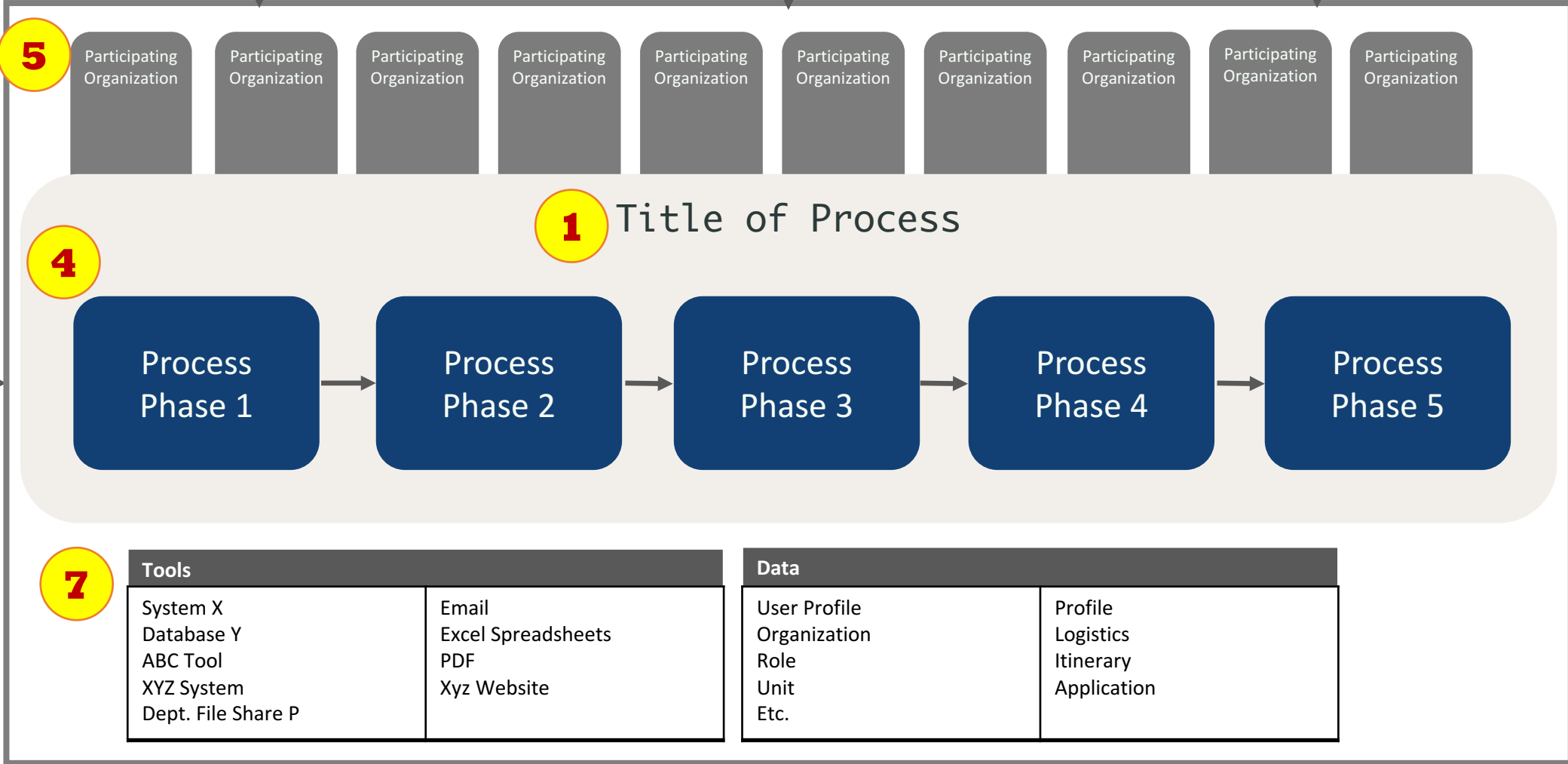
- Issues Affecting Quality

Cost

- Issues Affecting Cost

Time

- Issues Affecting Time



The Process Abstract model takes parts from the Process Summary model to show the factors that provide context for the environment the actors work in. This model considers the factors of the processes, or the process enablers, and also the goals and constraints of the process.

1 - Title: When selecting a name for a process make sure it points to an actionable response. A good rule to follow is the “verb+noun” naming scheme, such as *Facilitate Workshop*. To check whether the process is named effectively use the past-tense test, *workshop was facilitated*.

2 - Trigger: This is one or more actions that starts the process. Ensure that this action or group of actions is the beginning point to the process not one of the process phases

3 - Outcome: The process is used to get to this result or group of results. Ensure that these results are intended outcomes and not side effects of the process.

4 - Sub-processes: These are the tasks that move the process along from when it is started to when it is completed. When determining the amount of sub-processes use the “5 +/- 2 rule. Sub-processes should also follow the same “verb+noun” naming scheme as the title.

5 - Actors: The actors, or participating organizations, consist of anyone who administers a process, interacts with a process, or provides oversight. Some actors may play a significant role, while other may play a minor role, and some may external to your organization. It is important to show all actors and often you will continue to add to the actors as you get deeper into your analysis.

6 - Process Impact Deficiencies: Broken up between those that affect overall Quality, Cost and Time of Completion of the process. These will likely originate in the process assessment model, but are summarized by impact on the Process System Model.

7 - Tool & Data: These are any systems and any information involved within the process. Each system is broken down to include the specific system, tool, or database which is used in the process.