Business Process Improvement - Training Course

Session 1. Fundamentals of Business Process Modelling

Session Objectives

- Introduce some basic concepts of business process modelling
- Demonstrate how to document these concepts using Business Process Modelling Notation (BPMN)

Session Content

- Basic principles and concepts of business processes
- A definition of a business process
- End to end processes
- Processes, activities and tasks. Defining cohesive activities
- Representing business processes with BPMN
- A framework for an approach to business process modelling.

Session 2. The Strategic Context

Session Objectives

- Demonstrate how business processes can support an organisation's strategic objectives

Session Content:

- Strategic context for business processes
- Drivers for change and investment objectives
- Core and support processes – Core competences
- Stakeholders: Process customers, owners, managers and performers
- Processes as a means of delivering value to stakeholders
- Qualifying and quantifying business changes – Ownership of change
- Qualifying and quantifying business benefits of change – Benefits ownership
- Critical success factors, key performance indicators and targets.
- Processes and a business architecture

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Session 3. Identifying Business Processes

Session Objectives

- Know how to identify end to business processes

Session Content

- Identifying end to end processes
- Process objectives
- Triggering events and know how to represent them in BPMN
- Process results or outcomes and how to represent them in BPMN
- Process inputs and outputs and how to represent them in BPMN

Session 4. Modelling the flow of business processes

Session Objectives

- Be able to develop a complete business process model

Session Content

- The difference between models and diagrams
- Triggers, actors and handoffs
- Lanes (swim lanes)
- Pools
- Modelling external actors
- Modelling activities and tasks
- Types of activity – Human and Automatic
- Sequence flow - The main (happy) path
- Message flow
- Sequence flow - Alternative paths - Decisions - Gateways
- Modelling concurrent (Parallel) Activities - Parallel Gateways
- Synchronising concurrent activities
- Hierarchies of activities

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Session 5. Specifying Tasks

Session Objectives

- Know how to document the detail of tasks
- Know how to represent data and business rules in process models

Session Content

- Documenting and modelling tasks
- Defining business rules
- Defining data and information

Session 6. Modelling the Current Business Processes

Session Objectives

- Know how to select a process to start the modelling initiative
- Be able to create a team to undertake modelling of existing processes
- Know how to model and document existing business processes

Session Content

- Selecting the first process
- Creating the fact finding team
- Defining terms of reference
- The modelling approach – Top down or bottom up?
- How to create the model of the current process
- Running a modelling session in practice – Using the team
- The process across organisation units
- Aspects of current processes
    - Management
    - Reporting
    - Rules and data
    - Targets and measurement
    - Physical locations and environments
    - Process support: equipment, standards, procedures, training and coaching
    - Culture(s) and IT support for current processes

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Session 7. Evaluating the Current Business Process

Session Objectives

- Know how to analyse, measure and assess business processes

Session Content

- Assessing the current process – Effectiveness, Efficiency and Efficacy
- External and internal views of process efficiency and effectiveness
- Analysing the current process – Separating WHAT and HOW
- Clarity and relevance of the objectives of the current process
- Delineation of the current process – Events and outcomes
- Assessing the aspects of the current process
    - Management
    - Rules and data
    - Reporting
    - Targets and measurement
    - Physical locations and environments
    - Process support: equipment, standards, procedures, training and coaching
    - Culture(s)
    - IT support for current processes
- Making the case for change - Consequences of doing nothing
- Options for improving the current process
- Defining and agreeing the way forward

Session 8. Designing the new processes

Session Objectives

- Be able to take a managed approach to process to designing a new process

Session Content

- Creating the design team
- Stakeholder perspectives
- Planning for the human aspects of process change
- Process improvement
- Process redesign
- Business rules and business data for business agility and process transparency

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Session 9: Implementing Improved Process

Session Objectives

- Be able to take a managed approach to implementing improved processes

Session Content

- Establishing governance
- Planning the implementation
- Managing business change
- Managing benefits realisation
- Assessing the implementation
- Integrated implementation the supporting 'aspects'
    - Management
    - Rules and data
    - Reporting
    - Targets and measurement
    - Physical locations and environments
    - Process support: equipment, standards, procedures, training and coaching
    - Culture(s)
    - IT support for current processes

Session 10. A look ahead

Session Objectives

- Appreciate some aspects for further development

Session Content

- Implementing continuous improvement
- An overview of Lean and 6 Sigma
- Process frameworks
- Further BPMN concepts and techniques
- Use of modelling tools
- Process automation
- Introduction to the style guide

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