Why It’s Important

Process Management is a Baldrige Category

 Why is Managing Processes Critical? According to W. Edwards Deming...

- The reason we’re slow to deliver results is NOT people performing individual tasks slowly or inefficiently but rather...
  - Performing tasks that need not be done at all;
  - Delays getting work from the person who does one task to the person doing the next; and
  - People don’t have an understanding of how individual tasks combine to create a result.

Logic Model Example

<table>
<thead>
<tr>
<th>Input</th>
<th>Output</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Job Order</td>
<td>Job Referral</td>
<td>Employer gets employee</td>
</tr>
<tr>
<td>Review, Post Job, Job Match, Contact Matched Job Seekers</td>
<td></td>
<td>Job Seeker gets job</td>
</tr>
<tr>
<td>Job Referral</td>
<td></td>
<td>One-Stop achieves employment outcome</td>
</tr>
</tbody>
</table>

Why It’s Important

See Logic Model

- You can’t get results without a process

“Every process is designed to produce the results it gets.” W.E. Deming

Why It’s Important

Outline

- Why It’s Important
  - The WIIFM or Why should I care
- The Theory
  - What it is exactly
- Implementation
  - How to move from feedback and/or strategic planning to actual implementation

Program and Compliance Management

Workshop: PROCESS MANAGEMENT – From Theory to Reality

Example: Using the Logic Model
And finally...
The Simple Question to Ask Yourself

Is [it] working well?

YES  NO

Keep Going!  Change Something!

*Key Elements of a Process

- Distinct start and end points
- Takes inputs, transforms/adds value to them, and delivers output to internal or external customer
- Includes actions that are
  - Definable
  - Repeatable
  - Predictable
  - Measurable
- Fulfills a specific purpose that adds value for a customer

Typical Consequences of Inappropriate Actions

- Wasted time and energy
- Diverted attention
- More variation in the system
- Loss of productivity
- Loss of morale
- Loss of confidence in manager
- Jobs put in jeopardy
- Careers put in jeopardy
- Problem goes on

Processes can be Focused Internally or Externally

- Internally Focused Processes
  - Policy development
  - New staff orientation
  - Staff training
- Externally Focused Processes
  - Youth assessment
  - Enrollment into training
  - Job development

Process Management: Key Terms

- **Activity**: Step or task in the execution of a process
- **Process**: A series of interrelated activities that lead to a desired outcome (create value)*
- **System**: A set of interrelated and interdependent processes that are managed and have a specific purpose

Flowcharting (or Mapping) a Process

Not about fixing blame or addressing the symptoms of a problem – It’s about fixing the flaw in the process

**HOW**

1. List major steps, including subtasks/decisions for each
2. Prompt with questions*
3. Assign flowchart symbol to each step/decision
4. Create flowchart using symbols

*Prompt with Questions:
- What really happens next?
- Is there a decision needed before or after this task?
- Are there approvals needed before or after this task?
- Are we missing anything?
Flowchart Symbols

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Type and Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elongated Circle</td>
<td>Shows the start and end points of a process flow chart</td>
</tr>
<tr>
<td>Rectangle</td>
<td>Shows a task or action step</td>
</tr>
<tr>
<td>Diamond</td>
<td>A decision point; must contain a question that can be answered with yes/no</td>
</tr>
<tr>
<td>Connector</td>
<td>Small circle with letter used to connect one task to another</td>
</tr>
<tr>
<td>Document</td>
<td>Shows transfer of a hard copy document (or output)</td>
</tr>
<tr>
<td>Zigzag Arrow</td>
<td>Shows an electronic data transfer</td>
</tr>
<tr>
<td>Straight Arrow</td>
<td>Shows direction of process flow</td>
</tr>
</tbody>
</table>

Making the Theory a Reality

- Choosing Processes to Improve
  - Methods to Improve Processes
    - Reengineering
    - Continuous Improvement
  - Forming Process Improvement Teams
    - Steps
      - Reengineering
      - Continuous Improvement

Example: Flowcharting a Process

<table>
<thead>
<tr>
<th>Task #</th>
<th>Major Process Steps/Tasks</th>
<th>Substeps/Decisions</th>
<th>Symbol</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff gets inquiry from potential customer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>By phone?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Staff gives next step directions to individual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>In person?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Staff provides information on services to individual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Customer reviews information</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Choosing Processes to Improve

- Criteria for selecting high priority topics
  - Needs attention
  - Has high customer value
  - Is cross-functional
  - Impacts multiple funding sources
  - Impacts external customer
  - Can provide quick win, especially if first experience using teams

Example: Process Flowchart

Methods to Improve Processes

- **Reengineering** is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.
  - Michael Hammer and James Champy

- **Continuous Improvement** is the relentless, ongoing hunt to eliminate the sources of defects, inefficiencies, and nonconformance to customer specifications, needs, and expectations.
  - James Cortada and John Woods
Reengineering vs. Continuous Improvement

**How Do They Differ?**

<table>
<thead>
<tr>
<th>Reengineering</th>
<th>Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replaces one process with a completely new and different one that gives better/more efficient results</td>
<td>Improves a process over time so it becomes more efficient and effective</td>
</tr>
<tr>
<td>Is a one-time event</td>
<td>Is an ongoing event</td>
</tr>
<tr>
<td>The process owner is highly involved</td>
<td>The process owner need be only moderately involved</td>
</tr>
</tbody>
</table>

**When Do You Use Each?**

<table>
<thead>
<tr>
<th>Reengineering</th>
<th>Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the existing process cannot perform at the needed level</td>
<td>If the existing process can be tweaked to meet ongoing or gradually increasing expectations</td>
</tr>
<tr>
<td>If there are new changes or challenges to the system</td>
<td>To stabilize and enhance an already existing process</td>
</tr>
</tbody>
</table>

**What Are BOTH Trying To Achieve?**

<table>
<thead>
<tr>
<th>Reengineering</th>
<th>Continuous Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correct a disparity between current reality and expectations</td>
<td>Streamline the process to eliminate non value added work</td>
</tr>
<tr>
<td>Meet specific requirements of cost, quality, service and speed</td>
<td></td>
</tr>
</tbody>
</table>

Forming Process Improvement Teams

- **Criteria for selecting team members:**
  - 8-10 max
  - Cross-functional representation
  - Cross-site representation
  - Multiple funding sources represented
  - Participants with different learning styles
  - No known conflicts among members
  - Process expert representation
  - Content expert representation

**Teams (2)**

- **Notify Selected Members**
  - Effective and ineffective ways; go with #1
- **Establish Team Parameters**
  - Provided by group granting authority to the team
  - Often done through team “charter”
    - Parameters specified by charterers (e.g., expectations, resources available, etc.)
    - Parameters specified by team (e.g., meeting time/place, ground rules, next steps, etc.)

Process Steps: Reengineering

1. Establish customer requirements
2. Establish new process flow based on the requirements
3. Determine how to transition to new flow
   - Establish new policies, procedures
   - Train staff/vendors
4. Begin new flow
### Process Steps: Continuous Improvement

1. Define the process (scope)
2. Describe the flow
3. Determine requirements
4. Identify the issues
5. Determine root cause
6. Implement solution

### Example #1: Process Improvement Cycle Scenario

- The support services team has identified that possible causes of customer dissatisfaction could be lack of options for child care, too much paperwork to access child care, too much lag time between invoice submission and payment to the provider, and lack of understanding of the process. The team is uncertain which, if any, of these are true causes.
  - What stage in the process improvement cycle does this indicate?
  - What is the team’s next activity?

### Example #2: Process Improvement Cycle Scenario

- The youth assessment team flowcharted the assessment process and determined it to be stable. They did identify some inefficiencies that have caused the process to take 3 weeks.
  - What stage in the process improvement cycle does this indicate?
  - What is the team’s next activity?

### Process Steps: Continuous Improvement

- **Determine Scope – Stage One**
  - Define process (e.g., boundaries); Determine members and process owner
- **Describe Flow – Stage Two**
  - Flowchart the process; Identify bottlenecks and inefficiencies; Begin ID’ing key data collection points
- **Determine Requirements – Stage Three**
  - Determine customer requirements and standards; Determine requirements of inputs from supplier

### Example #3: Process Improvement Cycle Scenario

- Great way to involve staff in organizational improvement process
- Can be an effective training tool (measurement and continuous improvement come alive, less abstract)
- Can provide neutral framework for system decisions (interagency, partners, etc.)
  - Can provide structure/content for effective MOUs, contract provisions, etc.
Process Management in Effective Organizations…From Malcolm Baldrige

- Root causes are identified/addressed for all process flaws
- Functional barriers between work units have been eliminated by cross-functional team work
- Key business processes, support processes and supplier processes have been streamlined to enhance customer satisfaction
  - All support processes are improved with the same rigor as with key business processes

Change is not about **WHAT** you know. It's about what you **DO** with what you know.

Process Management in Effective Organizations…From Malcolm Baldrige (2)

- Performance requirements for suppliers are clearly defined
- Improvements to outcomes based on process improvements have been documented and include customer satisfaction and productivity metrics

The approach that gives you the best shot of taking care of customers is the same one that best takes care of you!

But How and Who and When?!?!
**Use Your Imagination (No Really)**

- Easier – Assistance from graduate students at local community college or university?
- Harder – Establish program for older youth that helps them and you?
  - Incorporating interviewing skills, leadership development, adult mentoring
- Expensive – Engage process consultant