

Purpose & Scope:

This procedure is for team leaders and facilitators of process improvement teams. It is assumed that the user has an understanding of processes concepts, the ability to facilitate discussions regarding effort and risk, and the ability to interpret analytic results, including areas requiring judgment.

The first step in improving any process is to identify that a problem exists. Often a team has multiple processes they want to improve. Choosing the “right” process doesn’t have to be arbitrary. Following the process identification and analysis steps below will enable a data-driven decision of which processes should be prioritized for improvements.

If the improvement team already has one clear improvement area, this procedure is not necessary, but is encouraged to validate the decision. Improvements made for “improvement’s sake” will leave the team, and more importantly, stakeholders feeling like they wasted time and effort. This can lead to a loss of trust in the team leader and/or the process, making future improvements even more difficult.

Process Identification Worksheet Instructions and Explanation

First, identify the processes performed. Refer to the [Process-Task-Procedure Relationships definitions](#). Brainstorm with the team the major processes performed or to be considered. This list should include no more than 10 processes. Reviewing the position classification and job descriptions may be helpful to get the brainstorming started. However, these sources may not fully capture the work as it is actually performed, especially for processes that cross organizational or functional lines. The final list of processes should reflect the current, real-world activities carried out by the team, regardless of how work is formally documented.

Once the team has decided on the processes to evaluate, download the [Process Evaluation Template](#).

- Fill in the process names to be evaluated (consistency in process names across evaluators is critical to the analysis of the data collected)
- Distribute a copy of the evaluation template with process names to each evaluator
 - Evaluators should include everyone who is responsible for part or all of the process, including those in other departments or positions
- Collect all completed evaluator workbooks into a Folder called “Process Submissions”
 - Open each workbook and unhide the worksheet “evaluator #”
 - Save and close the file (do not make any other changes to the workbook)

- The folder must only contain the evaluators' workbooks, no other files or folders

Process Analysis Master Workbook Instructions and Explanation

Warning: *Compiling the evaluators' workbook data is fully automated, assuming you followed the instructions above. Variations in process names or more than 10 processes will cause the analysis calculations to fail.*

1. Download and open the [Process Analysis Master Template](#)
 - a. If prompted with a Security Warning, click **Enable Content**
2. On the **Start Here** worksheet, click the button to **Select Data Folder**; find your Process Submission folder and click Open
 - a. You should see the folder path displayed below the button
3. Click the **Refresh Dashboard** button
 - a. All your Evaluation workbooks have now been added to the Master workbook and analyzed for you. No manual input necessary!
4. Click on the **Dashboard** worksheet to see your results.
 - a. Don't forget to save the file!

What the dashboard is telling you

The dashboard contains 2 main areas: a Quadrant breakdown and a summary of key data points.

Quadrant diagram

By capturing the “effort¹” needed to complete a process and the “risk” of incomplete or erroneous completion of the process, the potential impact of improvement efforts can be predicted. The diagram is broken into five blocks.

- *Quick Wins* – improvements to processes in this quadrant will produce high impact by reducing risk. Because the process requires little effort, improvements should be easy to identify and implement.
- *High Priority* – processes in this quadrant are complex and risk-inherent. Improvements in these processes are a “must.”
- *Low Priority* – processes in this quadrant do not require improvement.
- *Optimize Later* – improvements to processes in this quadrant will reduce the overall effort to complete but have little impact on the business (low risk).
- *Further Consideration Recommended* – processes identified in this area are in the middle range (medium effort and risk). There is no clear distinction to define a quadrant. These

are processes that *may* benefit from improvements. Discussions with stakeholders may reveal the importance of improvements in this area.

- This section shows calculated Normalized Effort and Risk for each process, along with whether the process has a higher Effort or Risk value. This helps guide discussions on whether improvements will reduce effort or mitigate risk.

Key Data Points

- Total Responses – the number of evaluators
- Number of Processes – a count of the unique processes analyzed. This will be no more than 10

Using the Results to Drive Improvement Efforts

Use the dashboard to guide discussions with stakeholders regarding which processes to improve.

- Focus improvement efforts on High Priority processes first
- Address Quick Wins for immediate impact
- Plan long-term improvements for Optimize Later processes
- Confirm Low Priority processes require no action
- Review processes marked for further consideration to determine if effort or risk is a primary concern to be addressed

Next Step: Process Mapping

Refer to steps 2 – 6 of the [Process Improvement Toolkit](#).

¹ Effort is calculated as $((\text{Difficulty} + \text{Time})/2) * \text{Frequency}$. This calculation determines how much work is involved in completing the process. For comparison to risk, normalized effort is calculated as $(\text{Effort}/81) * 9$.