

Process Simplification – The Simple Way! X

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ABSTRACT

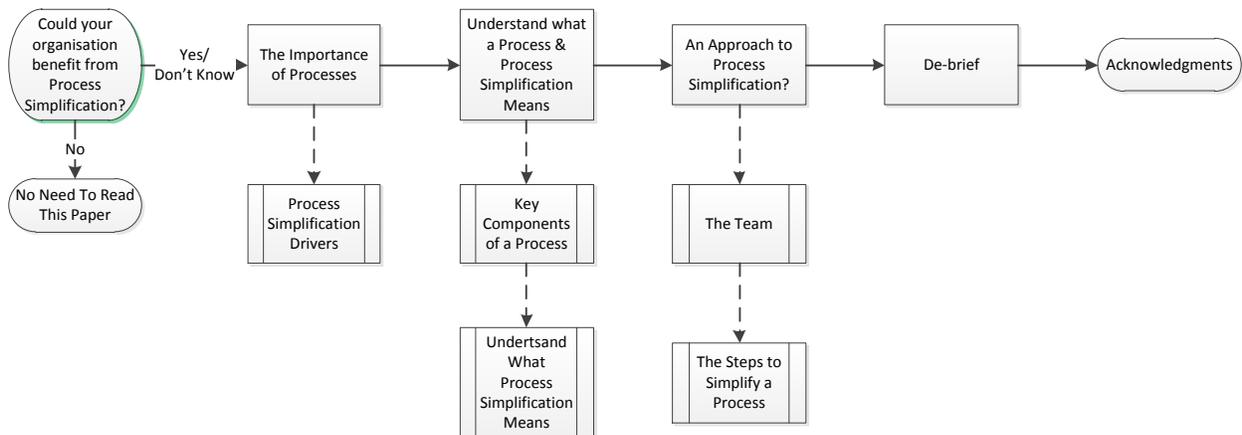
“If you can't describe what you are doing as a process, you don't know what you're doing.” W. Edwards Deming

The statement above is subjective, but what is true is that each one of us needs to know what is expected from us. So how do we ensure that we are all doing what we are supposed to...and in the most efficient manner? - A SIMPLE PROCESS!

Using processes brings an air of consistency to the day to day tasks, and not to mention, a roadmap for us all to follow to get from A to B.

I will talk about the basics of simple processes and the approach taken (loosely based on some existing techniques like Lean/Six Sigma) by the Global Statistical Programming & Analysis Function (SPA) at Roche to simplify existing processes. The paper will cover some theory, our approach and learnings.

INTRODUCTION



The fact that you have started to read this paper indicates that you are interested in Processes, and perhaps even believe in the concept of processes. This underlying assumption helps me. The paper will explain my take on

- The Importance of Processes
- Process Drivers, Definition, Components and **Simplification**
- An approach to **Simplifying Processes**

The findings and opinions in this paper and associated talk are based on my own observations and learnings, and by no means am I making any claims that these are the strict rules to follow....although they are worth a try!

THE IMPORTANCE OF PROCESSES

A business function is essentially a collection of tasks to be performed at various times. e.g. the business of Statistical Programming & Analysis is to deliver accurate representations for the clinical trial data. This is achieved by a collection of tasks which include developing the SAS programs, validating report objects, unblinding, supporting iDMC's, Integrated summaries etc. People, Processes and Systems are leveraged are used to perform these tasks

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in the most efficient manner. An example of this is using SAS trained professionals, as opposed to untrained personnel performing manual calculations (or a calculator!) to analyze clinical trials. Despite huge investment in systems/technology and in our people we might not achieve these expected benefits because our **people, processes, and systems may not be aligned**. Key to the success of any business is to apply equal weight to the People, Processes and Systems. Therefore processes are important.

Couple of simple examples to illustrate the importance of Processes in alignment with People and Systems:

- System capable of performing 10 tasks, but the process only needing the system to perform 2 of those 10 – redundancies in system capabilities
- Process expecting a function (people) to perform Task A, but the people are not trained to perform this task – knowledge gap
- Process and people aligned to perform Task A, however no system to perform this task – horse before the cart!

A good process will help a business function align its systems and people. However a complicated process will have the opposite effect.

WHY DO YOU NEED TO SIMPLIFY PROCESSES?

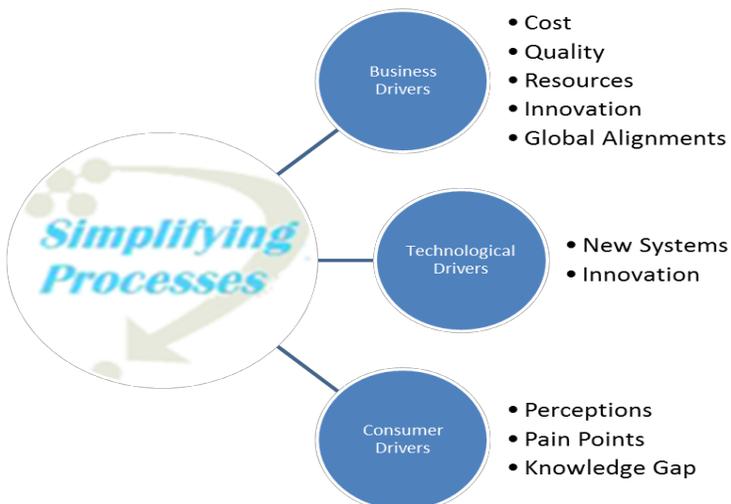
Processes need management in the same way our people and systems do. If we don't manage our people, we risk knowledge/skill gaps. If we don't manage our systems, they become inefficient (I'm sure we have experienced a brand new computer getting slower and slower over time!) Without good process management, our processes will fall out of alignment with our people and systems. Management of People, Processes and Systems is proactive action. But if we don't manage them, we become reactive. **Reactive action to improve existing processes can be termed as "Process Simplification"**. A Simple Process needs to be:

- Relevant – and not become barriers to working practices
- Easy to find
- Easy to digest
- Easy to implement
- Efficient (Lean!)

If your **existing** processes **fail in any one of the above**, it's worth considering Simplification. The alternative is a chaotic function with blurry boundaries and a lot of time wasted on trying to find out **who** needs to do **what** and **when**!

PROCESS SIMPLIFICATION DRIVERS

As Process Simplification is 'reactive', it's important we ask ourselves what is causing this reaction. Process Simplification Drivers are the reason we need to simplify our processes. Quite often there are multiple drivers, but triggered just by a selected couple of events (see examples below). Understanding the drivers will give you the focus needed for process simplification, and time should be spent at this stage to avoid mistakes further down the line.



Understanding your drivers will determine the approach you take to process simplification.

E.g. 1 - a common business driver is organization restructure, which might mean that the processes will need to be aligned in accordance with the new structure.

E.g. 2 – Technological driver of a new tool to perform the ETL tasks, removing the need to have 3 functions performing the 3 different aspects of ETL.

*ETL – Extraction Transformation & Load

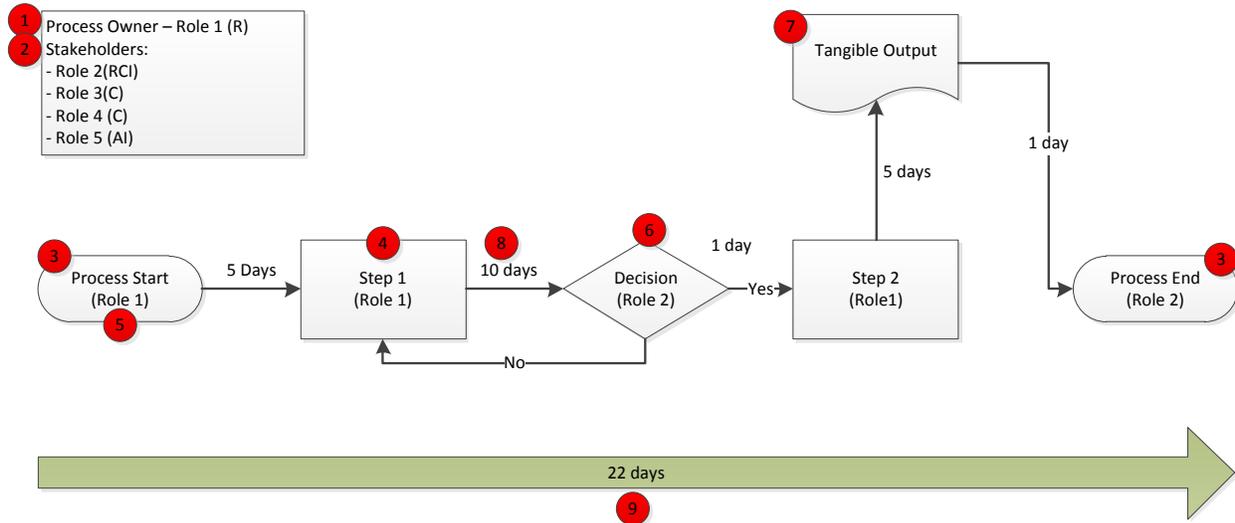
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UNDERSTANDING PROCESSES & IT'S KEY ELEMENTS

UNDERSTANDING A PROCESS?

A process describes the steps needed to achieve an end, not how to perform each of the steps. Although the “how” are useful guidelines, we run into the risk of overcomplicating processes. Dictating ‘how’ to perform a task also leads to “spoon feeding” our employees, stemming innovation. Processes need to be followed, whereas Guidelines are a helping hand. **Documentation ≠ Process**

Below is a simple illustration of what a process should look like and its key components



Numbers above relate to descriptions below

1. **Process Owner** – Perhaps the most important component of any process. Responsibilities for the Process Owner include:
 - a. Implementation/Roll Out of the process
 - b. Performance of the process
 - c. Addressing consumer pain points
 - d. Identifying dependencies of the process and updating the process accordingly
 - e. Process Governance
 - f. 360 communication with process stakeholders(2)
 - g. Process Exemptions
2. **Stakeholders** – Stakeholders can be split into the following types:
 - a. Process Consumers – Anyone who is involved in any of the process steps
 - b. Process Customers – the party who receives the output of the process
 - c. Secondary Stakeholders – Anyone else who can affect or is affected by the process

Amount of resource required is an omission here, but should also be an important consideration if the driver is ‘Resources’. Efficient resources tend to be Lean on all elements

3. **Process Start and End** – Every Process needs to have a start and an end. Not knowing the start and an end will result in an ambiguous process without any clear boundaries
4. **Process Steps/Milestones** – A process step is something that needs to happen in order to proceed to the next step. Key steps can be identified as milestones.
5. **Process Roles** – These are the groups/individuals responsible for a process step. Avoiding ambiguity in process steps responsibilities can help process owner identify problem steps.
6. **Decision Points** – Most processes will rely on decisions being made. These need to be clearly marked and a clear decision maker needs to be identified
7. **Tangible Outputs** – Tangible outputs are the physical outputs of a process. These can be driven by regulatory requirements as well as the purpose of the process. Some examples of Tangible outputs are:

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- a. Signature documents
 - b. Forms
 - c. Issue Logs
 - d. Data
8. **Cycle Times** – describe the amount of time it takes from one step to another. This is not an absolute, rather a ‘ball park’. For instance if the cycle time is defined as 5 days in a process, it is quite possible that this could take 10 days, however, if this same step takes 5 weeks, the process can identify this as a ‘bottle neck’ and take the appropriate measures to ‘simplify’.
9. **Overall Cycle Time** – describes the time taken to go from the Process Start to the Process End. The same criteria applies from the Process Step Cycle Times (8)

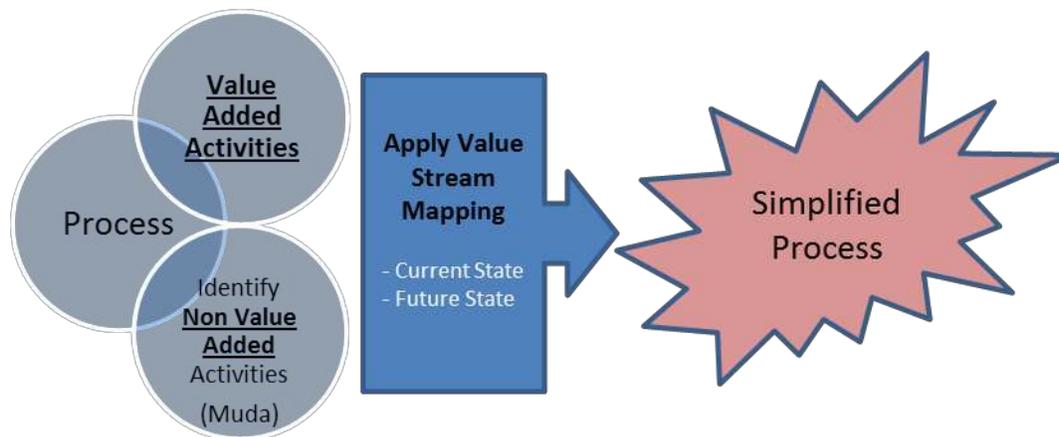
EXISTING PROCESS SIMPLIFICATION METHODOLOGIES?

In order to explore existing Process Simplification Methodologies, I researched a lot of online material and other available literature. To my surprise there wasn't anything directly relating to what we were trying to achieve. Three words, however that were in common with most of the papers and articles I read were “Process Improvements”, “Six Sigma” and “Lean”

LEAN IN A NUTSHELL

Lean means many things, however for the purposes of our Process Simplification, Lean concepts are only being applied to eliminate waste, shorten cycle times and lesser bureaucracy.

Here is my ‘simplified’ representation of the Lean Concepts relevant to our cause.



NOTE- Lean and Six Sigma are a lot more than what I took away from my preparation. I took just enough information to be able to apply to a Process Simplification Guide, and by no means consider myself a Lean expert!

Each element of the picture above can be broken down into a lot more detail, but the paper is about the approach we used and unfortunately, as much as I would love to, the limit on the paper length prevents me from going into much more detail. For more details, “Lean for Dummies” is an excellent source.

AN APPROACH BY ROCHE BIOMETRICS/STATISTICAL PROGRAMMING & ANALYSIS GROUP

So far I have gone through some of the theoretical concepts. In this next section, I will cover the approach taken by us at Roche. The section covers the approach taken and the “reflections” after the challenges cover a different approach if we were to start over again.

THE DRIVER

In Roche's case, a big driver was consumer perceptions. In September 2011, an employee survey at Roche indicated that employees are less satisfied with work processes, which they often perceive as being unclear and ineffective. Albeit this survey was across the entire organization and multiple business areas, the message soon filtered down to Statistical Programming & Analysis, and Process Simplification was deemed as being a key area of focus in 2012.

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Within Statistical Programming & Analysis, we were asked to proactively simplify and streamline our key processes which will allow us to more efficiently collect and process information.

OBJECTIVE OF THE PROCESS SIMPLIFICATION TEAM

As a result of the survey and business need to focus on value, Process Simplification was given the go ahead as a year long goal within Roche Statistical Programming & Analysis Function. The task was to

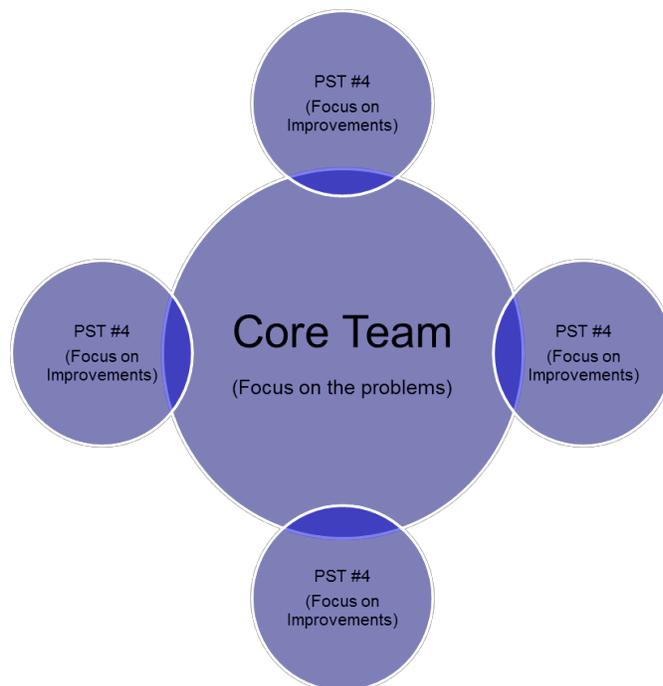
- Develop a framework which will help process owners to simplify their own processes will encourage continuous improvements.
- Simplify 4-6 processes where Statistical Programming & Analysis are a key stakeholder.
- Deliver 20% savings on each one
- Engage the community to deliver savings
- Be innovative and take 'Smart' risks

What can't we do?

- No External Consultants – we had to do this as Statistical Programmers!

FORMING THE TEAM

Given the above guidelines from the sponsor we set about defining the structure of the team



Core Team – Focus on Problems

Passionate – Care about what we do.

Engaging – Motivate their sites to get involved (two-way communication). PR Role!

Critical Analysts – Keen eye to identify problems and waste in processes

Responsible – Take their responsibility to deliver on Goal objectives seriously

Confident – Speak openly and question status quo

Process Simplification Team – Focus on Solutions

Passionate – Care about what we do.

Business Knowledge – A thorough understanding of the business process to be simplified

KISS Mind-set – Ability to simplify processes – Keep It Simply Simple (KISS)

Responsible – Take their responsibility to deliver on Goal objectives seriously

Team Players – Assume good intent from all team members and rationalise viewpoints.

Even with effective methodology, it is near impossible to get the best outcome without the right people/teams looking at the problem. With the above structure and member profiles, we hoped we would have the best chance of success. The Core Team would focus on choosing and prioritizing the problem statements. We would engage the community and build "hit squad styled" Process Simplification Teams to use a standard Lean based methodology to Simplify relevant processes. Having **the right people driving process simplifications is crucial**.

PRIORITISING PROCESSES

"Innovative Solutions begin with finding the right problem to fix"

As a team, we needed to prioritize which processes to simplify. Unless you have very good baseline metrics, ultimately it boils down to perceptions to establish what/where the problem is. It also didn't take long to realize that we can't fix everything. So we decided on a Problem driven approach to Simplify Processes. "Simplifying

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Processes” soon became “Problem Solving”!

The core team engaged the community by means of crowdsourcing, polls, departmental meetings, corridor ambushing and any other feasible means. We gathered ~50 responses, relating to 20 unique problem statements to solve. As the goal was to only tackle between 4-6 simplifications in one year, we needed to prioritize.

Given that we didn't have sufficient baseline metrics, there was no magic formula to prioritize. The Core Team made the decision based on:

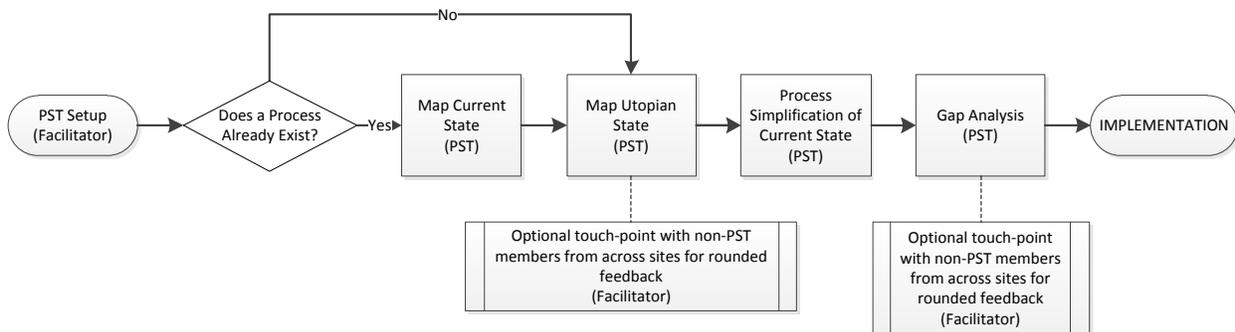
- Leadership Preference i.e. Strategic Drivers
- Crowdsourcing Poll
- Core Team's Perceptions and 'Gut Feeling'!

PROCESS SIMPLIFICATION GUIDE - THE PROCESS OF DEVELOPING A PROCESS TO SIMPLIFY A PROCESS – YAWN!!
As we wanted to simplify processes based on Problem statements, we had an obvious starting point for our Simplification approach.

Lean Methodologies gave us the barebones for a Process Simplification Guide. The next challenge was to make the concepts simple enough to be understood by us within Biometrics.

A Well Defined Process + Lean Based Simplification = A Simplified Process **(What? When? Who?) (Why?)**

The version was to be a step by step guide to Simplify Processes



As you can see from the illustration above, the steps are very simple, and we deemed it necessary to follow each step to get the desired outcome of a simplified process. – *Be Innovative, but follow the guide!* Further explanation for each of the steps can be found in **Appendix 1**

Understanding what a process should look like, and understanding some of the Lean concepts meant that Process Simplification seemed just a common sense approach

The Process Simplification Guide (**Appendix 1**) and checklist (**Appendix 2**) gave us the 'common sense' approach to simplify existing processes. It is our belief that anyone could use this guide to simplify any process.

APPLYING THE PROCESS SIMPLIFICATION METHODOLOGY

We are not Process experts, we are process consumers. The Simplification Guide takes this fundamental fact into consideration, and avoids any Lean based theory. The Simplification Guide was designed to deliver process efficiencies within a maximum of 6 working weeks. Despite the temptation to jump ahead to work on simplifications, the key was to invest time on each step before moving on to the next one. This is crucial to the success of the Simplification effort.

THE CHALLENGES

Despite the success of the Goal team, we faced many challenges. Some of these were due to the fact that we are not business process analysts, whereas others were simply operational challenges.

Resource/Team Dynamics

- We expected resource to work on PST's to be readily available, but due to other commitments, this wasn't always possible causing delays to team deliverables, and in some cases adapting to work without resources

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Bias

- The concept required the facilitator to be impartial and have the ability to ensure rounded feedback from the organization. This proved challenging as its natural for a leader to bring his/her personal preferences to the teams.

Global/Cultural Differences

- Quite often what was a problem at one site was an acceptable working practices at another, which meant that a lot of time was spent finalizing the problem statements to ensure globally aligned problem statements
- Different sites had different preferences, some preferred freedom, whereas others preferred investment in automation. Also, in some cases there seemed to be a reluctance to change to a newer way of working.

Process Ownership

- As the Process Simplification Teams were not the process owners, getting the true picture meant spending a lot of time with business experts at each of the sites, which resulted in a lot of time spent on mapping the current state.
- In some cases **process owners were reluctant** to let another team to simplify their processes. Albeit this was a challenge, and we couldn't always get Process Owners buy in, it resulted in interesting developments. This challenge, however, resulted in a positive outcome. When some process owners became aware that their process is to be simplified, they increased their own efforts to simplify their own processes, which resulted in some simplifications.
- It was often **unclear who the Process Owner** was, in which case we attempted to fix a process without having a process owner.

Scope Creep

- Occasionally, whilst solving a problem statement, the team felt that more could be fixed at the same time, hence **controlling the scope** proved challenging.

Interdependencies

- Interdependencies of processes were often brought to light during simplifications, which meant that there were overlaps between teams e.g. Team working on the iXRS process might also work on the unblinding. Too much change was happening at once and not appropriately controlled due to a lack of governance.

THE POSITIVES

I'll summarize first - The goal team is on track for delivering significant savings (at least 20% on 4-6 processes) to the organization. In addition to achieving our objectives:

- We developed a robust guide to process simplification.
- Raised awareness of processes
- Developed a better understanding of the root cause of the perceptions around processes

I don't want to dwell too much on the positives as my learnings and research lead me to believe that there is a more robust approach to Process Simplification.

REFLECTION – What would be a more effective approach to managing our processes?

The Process Simplification effort was pretty much a bottom up approach and perhaps the reason why I feel the benefits will be short lived. Given the challenges we faced, it was very clear that strategically this may even have been an incorrect approach to Process Simplification. Let's consider the following fundamental questions:

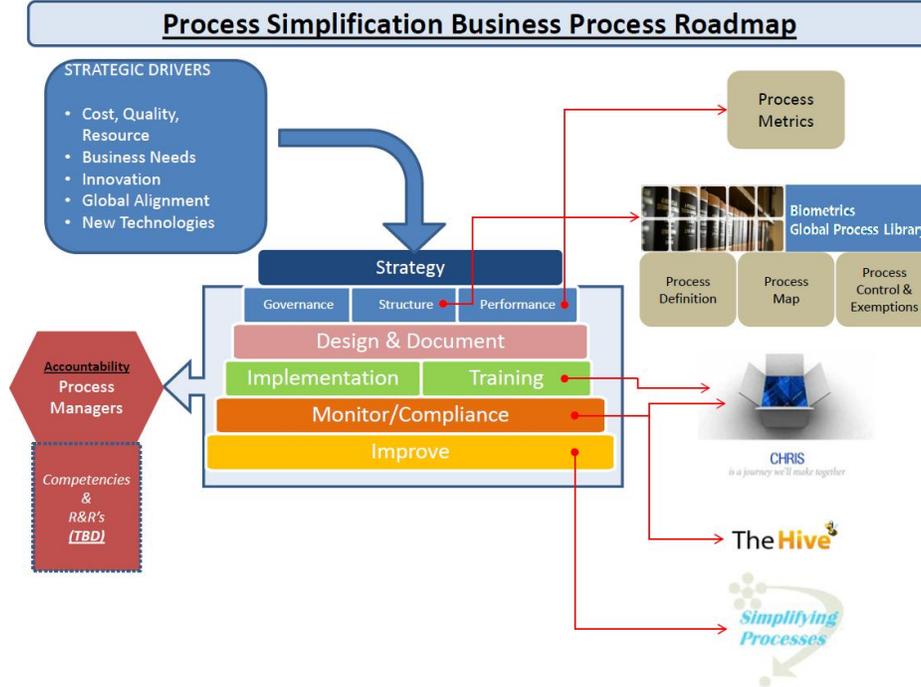
- Why was it so difficult to establish the current state for existing processes?
- Why were there so many deviations from processes – Who governs the processes
- What is the root cause of the problem – Complex Processes or Lack of a Roadmap?
- Does the organization really understand what processes are and what is their purpose?
- How did we get to the stage where Processes, Guidance Documents, SOP's, Training Material all become merged into one complex landscape?
- Why should there be a need for a separate team to simplify existing processes? – Need Total Quality Management
- Why do our processes consume so much documentation – Why aren't they simple?

The above questions were either not considered, or proved very difficult to answer, which to me meant that it's not the processes we need to simplify, but the entire Process Landscape. We didn't need Process Simplification; we needed Process Re-engineering – **DON'T TWEAK, BUT OBLITERATE**

By re-engineering our entire business process landscape, we can ensure that there will be continuous

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improvements, removing the need for short term solutions.



Main points to note in the landscape:

- Driven by **Strategic Drivers** – e.g. how important is it to have global alignment?
- **Process Accountability** lies solely with an assigned Process Manager – responsible for Total Quality Management of their Process
- **Structure** – All business processes exist in a **pre-defined repository** – making it extremely easy for consumers to find the information.
- **Performance** – pre-defined process metrics to measure process performance – removing reliance on perceptions
- **Process Design** – All processes will look the same and will contain only the key components of a process – no more trawling through tens of documents to get the one bit of information you need. Remove unnecessary details.
- **Implementation** – Utilize existing training systems to roll out and manage processes – eliminate the need for separate process trainings – HUGE SAVINGS
- **Monitoring** – Process Manager to monitor the performance of the processes. Use existing crowdsourcing tools to ensure 360 feedback and evaluation of processes. Different to existing model where no defined structure to monitoring progress, as well as not having appropriately assigned Process Managers.
- **Improve - Process Simplification** is only a small part of the roadmap, a contradiction to our original approach where process simplification was the primary objective.

The BPR will help an organization achieve total quality management of processes. A one-time only investment would remove the need for constant firefighting based and if the roadmap is developed and implemented correctly, would 'automate' process improvements and simplifications top down as well as bottom up.

CONCLUSION

The 7 months spent on Process Simplification, so far, has suggested solutions that will save the organization time, money and improve quality. Our Process Simplification Guide is slowly gaining popularity and other functions have expressed an interest to use it to simplify their own processes. The goal team is on track to deliver its primary objective, however the challenges gave us plenty of food for thought.

It was quite a journey from the concept of simplifying processes, to the realization that we need to apply a Business Process Roadmap for continuous improvement. The theory and concepts in the paper are still entirely valid, but we rushed into Process Simplification without considering the bigger picture. My advice to anyone thinking about improving business processes would be not to rush things. **Work on your roadmap** (feel free to use the one above).

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My advice to anyone considering Process Simplification or Improved Process Management is to firstly, understand what a Process is and what it should look like. The next decision is to decide whether you need Process Simplification or Process Re-engineering:

Process Simplification	Business Process Re-engineering
Incremental Change	Radical Transformation
Process-led: There must be an existing process	Vision-led: Strategy
Within Existing Framework	Review Framework – Business Process Roadmap
Improve application of technology	Option to introduce new technology
Assume attitudes and behaviors	Change attitudes and behaviors (including perceptions)
Management Led	Director Led
Various Simultaneous projects	Limited number of corporate initiatives

Business Process Re-engineering: myth & reality – Colin Coulson-Thomas

It might seem like a daunting task, but Process Simplification can be Simple, providing we go into it understanding the concepts, drivers, the correct framework and the correct approach.

Try Again, Fail Again, Fail Better!

ACKNOWLEDGMENTS

Processes and Process Simplification can be a pretty boring topic. I want to thank everyone for putting up with me when I rant and rave about Processes and Process Simplification. Many of my colleagues and managers shared their experiences and challenges, which encouraged me to raise awareness of the importance of processes within the organization. It would be impossible to name everyone who helped me on this goal and paper, but I want to specifically mention Lauren Lake (Process Simplification Sponsor), Ross Farrugia (Process Simplification Core Team Member), Jon-Paul Mewes (Sr. Manager - Statistical Programming and Analysis, for reviewing my paper), Francis Kendall (Global Head, Statistical Programming and Analysis) and Karen Rowe (Welwyn Site Head, Statistical Programming and Analysis)

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APPENDIX 1 – PROCESS SIMPLIFICATION GUIDE, FURTHER EXPLANATION

1. **Process Simplification Team(PST) Setup** – Building the foundations
 - a. Identify a strong facilitator
 - b. Define a globally agreed problem statement and scope of the team.
 - c. ‘Interview’ the process owner. Get his/her perspective on their process. This is the only time during the simplification that we would speak with the Process owner, in an attempt to remove any bias during the simplification.
 - d. Request the resource he/she would need to carry out the next steps. Having the right people with aligned focus is crucial.
 - e. Understand some of the basic theoretical concepts e.g. Value added and non-value added tasks, Value stream mapping etc.
2. **Map the Current State** – The ‘Current State’ is how the process is working right now. As we are looking to apply simplifications to global processes (across 5 sites), the investment up front to understand the current state. Once again, avoid temptation to think about solutions. There might not be a process map at this stage, and the issue might not be with the process, but with access or understanding of the process
 - a. Contact a sample of process consumers/customers and get their views on the process.
 - b. Use the ‘Process Template’ to map current state (*See template earlier*)
3. **Map Utopian State** – “The coffee bean effect” – This might seem like a trivial, non-value adding step, but the idea of mapping the utopian state is to only consider the absolute necessary steps to achieve the process end. The facilitator of the team would have enough knowledge about the definition of these tasks. Sometimes just comparing the necessary steps against the current state will achieve surprising realization around how inefficient/complex a process really is.
 - a. Start with Process Start and End
 - b. Add only Value Added Tasks – Think ‘Blue-Sky’!
 - c. Use the ‘Process Template’ (*See template earlier*)
 - d. Ensure that both current state and utopian state is globally aligned with consumer understanding.
4. **Simplify Current State** – The team will scrutinize every step in the current state and to help with this, the team developed a Simplification Checklist (**See Appendix 1**). By performing this step after the Utopian state, the team will be more open to change
5. **Gap Analysis** – At this step the team would quantify the savings in terms of Time, resource and Quality, when compared against the current state. With each change to the process, we will also highlight the risk associated with the change. ‘Smart Risks’ are encouraged.

APPENDIX 2

Check #	Check	Action
	Consumer/Customer Feedback	
CCF/1	Look at feedback from people using the process	Consider this feedback during simplification steps below
CCF/2	Look at feedback from people receiving the output of the process	Consider this feedback during simplification steps below
	PDQ/Regulatory Requirements	
PDQ/1	Which are the absolute necessary documents needed to fulfil PDQ/Regulatory requirements?	Ensure that any tangible output which is not a PDQ/Reg requirement actually adds value
	Process Map	
PR/1	What are the value-adding steps?	Keep these in the process and try to remove any non-value adding
PR/2	Is the process easily available? Are customers aware that the process is available?	If no, suggest simpler accessibility options
PR/3	Is the process easy to understand?	If no, simplify the documentation
PR/4	Is the documentation too cumbersome?	If yes, simplify the documentation

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PR/5	Are roles, responsibilities and accountabilities clear and appropriate?	If no, make clear in process map/documentation or re-define if inappropriate
PR/6	Which steps can occur in parallel?	Modify process map to run steps in parallel
PR/7	Can any separate steps be combined?	Modify process map to combine
PR/8	Can we standardize any steps?	Standardize where possible
PR/9	Can we reduce cycle time for any steps?	Modify process map
PR/10	Do cycle times look realistic?	Modify process map
PR/11	Is there any chance this process will have to be re-visited?	Consider this loop in the process map
Pre-Requisites		
PRE/1	What needs to happen before the process can start?	Consider in simplification efforts
Innovation		
INN/1	Can the process be completely redesigned?	Modify process map to include innovation ideas of the PST
INN/2	Can a new tool/technology be implemented?	PST could potentially provide 2 solutions to LT: 1 with the new technology and 1 without - showing difference in cycle times to help decide if worth investing in
INN/3	Is there any scope for extra automation of steps?	Modify process map to include if this reduces cycle time
Milestones		
MIL/1	Which milestones are key for the process to be complete?	A simple process should only contain key milestones. For lower level tasks there could be a lower level process map
Waiting Steps		
WS/1	Which steps require waiting from one or more users of the process?	Reduce the waiting steps
WS/2	How long is the wait between steps?	Look at ways to reduce this waiting time
Quality		
Q/1	Which steps are there to ensure quality?	Try to incorporate within a value adding step
Q/2	Assess what is the risk if a mistake is made at each step	If PST feels that SMART risks can be taken, modify the process and document the risk in the deliverable
Q/3	Does one person check the work of another?	If PST believes "Deliver quality first time" is possible then remove these steps and document the risk in the deliverable
Q/4	At which point is there re-work?	If PST believes "Deliver quality first time" is possible then remove these steps and document the risk in the deliverable
Consistency		
CON/1	Are the tangible deliverables (especially documents) consistent across all sites?	Consistency will ensure low maintenance cost and better version control of documents
CON/2	Are the tools/systems being used consistent across all sites?	Consistency will ensure low maintenance cost and better support of systems/tools
Communication		
COM/1	How reliant is the process on emails and 1x1 communication?	The process should include a plan for flow of information. This could take the form of HIVE, Issue Logs or other tools, but it needs to be very clear how this is done
Documents		
DOC/1	Is every tangible output needed in the process? Which ones are duplicates or waste?	Remove deliverables that do not add value
DOC/2	Do we keep hard copies? Where? Why?	Remove the need for hard copies
DOC/3	Is all the content of a document needed?	Streamline document
DOC/4	How many forms need to be filled? How? Why?	Forms should contain relevant information needed to complete a step. There needs to be a standard way to collect this information e.g. HIVE, Shareweb or any other tool
DOC/5	Do multiple copies of document/deliverable exist? How can this be avoided or how is alignment ensured?	Avoid duplication
DOC/6	Is a document content static or dynamic?	If the content is dynamic i.e. it changes from one cycle to the next consider ways to improve storing this content
Bureaucracy		
BUR/1	How many approval steps are in place? Are all of them needed?	The process map should clearly state how many review/approval cycles there are and for what tangible deliverable
BUR/2	Does any policy or procedure get in the way? Any roadblocks?	Feedback as part of the deliverable, so can share with LT
Utopian State Comparison		
UTO/1	Compare your final simplified process against the Utopian State. Are any elements of the Utopian State feasible to be implemented in the simplified process?	Use these in the new process
Stakeholders		
ST/1	Would all stakeholders be happy with the simplified process? Across all sites?	Consider earlier feedback sourced
ST/2	Who is the decision maker needed to review and approve the simplified process?	Feedback as part of the deliverable
Metrics		
MET/1	Do we have any baseline metrics and how will we collect metrics for the simplified process?	Consider up front in case the simplified process is accepted by LT