Process Design and Analysis Tool

A process is a logical set and sequence of steps to achieve specific outcomes from specific inputs. The Process Design and Analysis Tool has two uses. The first use is in Situation Analysis where it is used to analyse situations to find opportunities to improve processes. It can also be used to design and manage new processes – but then it is really being used as a Process Design and Management Tool.

When it is being used in Situation Analysis it is used in a particular way. First you design an effective process to achieve the target outcomes, and then compare this process design to the processes that are currently in place. This 'fresh look' at how current targets could be achieved from a design perspective is important, and needs to be done before too much time is spent looking at what is currently done.

Support should be sought from a person who has significant experience in using the Process Design and Analysis Tool if you are using it for the first time yourself, or are attempting to help others use it.

Figure 1 shows a framework to support the use of the tool. The steps to follow when using the Process Design and Analysis Tool are shown below.

1. Identify and assemble the participants (no more than 20) who are interested in the focus and want to improve their performance.
2. Set up a venue so that you have a large bare wall space (at least 3m wide) or large whiteboard around which participants can gather and work.
3. Develop a SMARTT focus, target outcomes and principles based on the 'need' and negotiate the focus with participants (use SMARTT Focus)).
4. Ask: 'What steps or activities do you think would have to be undertaken to achieve the focus?' Ask each person to record their ideas on ¼ A4 pieces of yellow paper using a marker pen. Ask them to record one activity or step per piece of paper. When they have generated as many ideas as they can, ask them to place their cards on the wall using blutac or masking tape. Suggest they place their cards in a timed sequence across the wall. That is, those activities and steps that have to happen first should be placed on the left hand side of the wall space. Those activities and steps that happen later in the process are placed to the right. Activities and steps in between are placed in order of when they need to happen.
5. Group the suggested activities and steps into possible key steps. Develop an appropriate name for each step, write it on green paper, place it above the ideas that it applies to, and order the steps time-wise across the wall.
6. Check that everyone thinks their contributions have been put into the appropriate steps. If needed, duplicate cards so that they can be placed in more than one step.
7. Check the logic of the sequence of steps. That is, make sure all the steps are needed to achieve the focus and target outcomes, and make sure they are in the correct sequence. Check that implementing the process address need and achieve focus and target outcomes.
8. Once the steps and activities have been arranged, ask people to think about what the outcomes, outputs and Key Performance Indicators (KPIs) for each step would be. Get them to record these on blue cards and place them above the appropriate steps.
9. For each step ask people to think about the skills and attributes, roles, resources and time/timing required to implement the step. Get them to record these on pink cards and place them below the appropriate steps.
10. After the meeting, get the framework typed as soon as possible and sent to participants. Two key questions should be considered at this time step: How will I/we action the opportunities for improvement? Who needs to be involved in implementing and leading the opportunities?

Figure 1 The Process Design and Analysis Framework.

Need/Opportunity/Intent
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Focus
……
……

Target Outcomes	Target Outputs
1. 2. 3. etc	2. 3. 4. etc

Principles		
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KPIs					
Outcomes					
Outputs					
Steps	1.	2.	3.	4.	5. etc
Activities					
Skills					
Roles					
Resources					
Timing					