PART 2
Implementation Workbook
Getting organised for improvement
Getting organised for improvement

1. Setting up a steering committee
2. Selecting the process stakeholders
3. Setting up of project team
4. Allocating roles and responsibilities
5. Training and empowering the project team
6. Selecting the process for Business Process Re-engineering exercise
1. Setting up of Steering Committee

<table>
<thead>
<tr>
<th>Oversee and spearhead</th>
<th>Oversee and spearhead all process improvement initiatives in the Ministry/Department and provide the required resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate</td>
<td>Evaluate the status of process improvement strategies through rigorous assessments and independent feedback from relevant customers, employees and other stakeholders</td>
</tr>
<tr>
<td>Steer</td>
<td>Steer a new mind-set and foster a culture of process improvement at every echelon of the Ministry/Department</td>
</tr>
<tr>
<td>Advise</td>
<td>Advise on priority processes that need to be improved or re-engineered</td>
</tr>
<tr>
<td>Recommend</td>
<td>Recommend capacity-building programmes to be implemented in the context of the project</td>
</tr>
</tbody>
</table>

Getting organised

4
Steering Committee

<table>
<thead>
<tr>
<th>SN</th>
<th>Member Name</th>
<th>Job Title</th>
<th>Contact Details</th>
<th>Organisation</th>
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</thead>
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</tbody>
</table>
2. Selecting the process stakeholders

Who is the Process Owner?
- Understand the process and how it works
- Accountable for consistency of the output of the process
- Know how the process fits the overall system
- Analyse the process capability
- Work with people in the process to establish common understanding

Who is the Process Manager?
- Understand how the process is aligned with the customer requirements
- Lead standardisation efforts
- Maintain standard operation through regular monitoring
- Lead and encourage improvement at operator level

Who are the Process Operator(s)?
- Carry out standardised operations
- Contribute for continuous improvement
- Update and maintain standard process
- Collect data and participate in process improvement activities
3. Setting up of project team

Steering Committee

- Head of Department
- Process Managers
- Management team

Project team

- Team leader
- Team members

Getting organised
Setting up of project team

**Team leader**

- Identify potential team members
- Encourage the team to make progress
- Follow-up when needed
- Organise and facilitate regular meetings
- Track progress with implementation
- Organise the team for major follow-up meetings with management
- Ensure collection of data
- Ensure that data is processed and reported to key stakeholders

**Team members**

- Participate in project team meetings with the team leader
- Make changes to improve the process
- Monitor, evaluate and communicate the results of process changes to Team leader
- Maintain documentation relating to the execution of allocated task
- Escalate risks and issues to be addressed

Getting organised
Ground Rules for the team

**Attendance:** Expectation of regular attendance at meetings, acceptable reasons for missing meetings, whether to allow alternates to attend when members must be absent, number of members required to conduct business

**Promptness:** Starting and ending time for meetings

**Preparation:** Expectation that team members will complete assignments in advance and come prepared for each meeting

**Participation:** Active listening, suspending personal beliefs and free communication by all members

**Courtesy:** One person talks at a time; no interruptions or side conversations; no personal attacks; all members treated as partners, not adversaries

**Assignments:** Methods for making and tracking assignments

**Decisions:** Decision-making procedures—consensus or open or closed majority vote

**Focus:** Things to do to stay focused on the future rather than rooted in the past

Getting organised
## Project team

<table>
<thead>
<tr>
<th>SN</th>
<th>Name of Team Member</th>
<th>Role</th>
<th>Contact Details</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
4. Allocating Roles and Responsibilities (RACI)

<table>
<thead>
<tr>
<th>Definition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R = Responsible</strong></td>
<td>Individual(s) who do / completes the task. Can be shared.</td>
</tr>
<tr>
<td><strong>A = Accountable</strong></td>
<td>Individual ultimately expected to ensure performance, has final decision making and veto authority. Cannot be shared.</td>
</tr>
<tr>
<td><strong>C = Consulted</strong></td>
<td>Individual(s) to be consulted prior to a final decision or action. Can be shared.</td>
</tr>
<tr>
<td><strong>I = Informed</strong></td>
<td>Individual(s) who needs to be informed after a decision is made or action is taken. Can be shared.</td>
</tr>
</tbody>
</table>
## RACI Template

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Owner</th>
<th>Sponsor</th>
<th>Operator</th>
<th>Manager</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>4</td>
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</tr>
</tbody>
</table>

### Key
- R
- A
- C
- I

See **Part 3** of the manual for example
### 5. Training and empowering the project team

<table>
<thead>
<tr>
<th><strong>Senior / Middle Management</strong></th>
<th>Training shall be targeted at all levels especially senior management and cascaded through the organisation in line with the strategic transformation initiatives.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Focus on the philosophy of ‘smart processes’ and change management.</td>
</tr>
<tr>
<td><strong>Process Owners</strong></td>
<td>Process owners are typically the senior members of the organisation who will drive the enablement of ‘smart processes’ and act as an internal trainer/coach.</td>
</tr>
<tr>
<td></td>
<td>Focus on process improvement tools, techniques and concepts, as well as know how to facilitate the development of a ‘smart process’ culture.</td>
</tr>
<tr>
<td><strong>All employees</strong></td>
<td>Awareness sessions should be organised for all employees, including new recruits to motivate them to embrace change and actively participate in any ‘smart process’ improvement project.</td>
</tr>
<tr>
<td></td>
<td>Focus areas will be on improved ways of working, adoption of new technologies and use of associated equipment and gadgets.</td>
</tr>
<tr>
<td><strong>Citizens</strong></td>
<td>Awareness sessions should be organised for citizens as applicable to adapt to new processes.</td>
</tr>
</tbody>
</table>
Training and Awareness programmes

To support the substantial amount of training and awareness that needs to be accomplished, management should

1. **Develop a training plan.** Prior to developing a training plan, consultations and support from PSBTB may be sought by Ministries and Departments. Thereafter, the latter can avail of the services of the Civil Service College Mauritius and National Productivity and Competitiveness Council to develop training content (classroom and online) and deliver training through their respective Training Managers. Training Managers in each Ministry and Department are expected to carry out training needs analysis and instill a learning and development culture in their respective Ministries and Departments.

2. **Seek Support of External trainers** who may likely be required at the beginning to overcome lack of expertise, but they should be expected to transfer process-related knowledge to facilitate internalisation of all training requirements as soon as practicable.

3. **Develop a pool of internal trainers** who will be more effective in the long-term movement towards the required organisation’s cultural change, due to their insider acceptance and knowledge of processes, people and obstacles.
Training and Awareness programmes

**Executives, Senior Management:**

1-day Awareness cum Orientation workshop on smart process

**Process Owners/ Employees/Others:**

2-day practical workshop involving case studies and small group exercises on recommended tools and techniques – followed by one smart process enablement exercise of choice facilitated by an expert

Getting organised
6. Selecting the process for BPR-Recommended guidelines

Ineffective and inefficient in fulfilling its intended purpose

At a risk of failing

Not meeting its needs or the needs of Government

Not meeting the defined performance requirement (Speed, Cost, Quality, Delivery, Safety)

Employees confused how to do the work

Cumbersome and causing delays in responses

Getting organised
# Selection of the process for BPR

<table>
<thead>
<tr>
<th>Process name</th>
<th>Ineffective and inefficient in fulfilling its intended purpose</th>
<th>At a risk of failing</th>
<th>Not meeting its needs or the needs of Government</th>
<th>Not meeting the defined performance requirement (Speed, Cost, Quality, Delivery, Safety)</th>
<th>Employees confused how to do the work</th>
<th>Cumbersome and causing delays in responses</th>
</tr>
</thead>
<tbody>
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<td>1</td>
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</tbody>
</table>
Step by Step approach
Step by Step approach

Step 0  Preparation Phase

Step 1  Understand the customer

Step 2  Understand the process

Step 3  Analyse the process

Step 4  Improve the process

Step 5  Pilot the process

Step 6  Implement and monitor the process
Step 0: Preparation phase

1. Develop a project charter
2. Conduct a stakeholder analysis
3. Map the supplier and customer requirements
Project Charter

Define the focus of the improvement activity

Linked to overall business objectives

Ensures that project is manageable (timeframe, team, not complex)

Ensures that data is available to start the project

Step 0- Preparation
Project Title: To reduce the loan processing time from 21 to 5 days

<table>
<thead>
<tr>
<th>Business Case</th>
<th>Opportunity Statement</th>
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</thead>
<tbody>
<tr>
<td>X company provides different type of loans (housing, education, welfare, medical etc). However, recently there has been a high number of customer complaints regarding the time taken to process a loan due to lengthy procedures of the company. The loan processing time is approximately 21 days.</td>
<td>To resolve the number of customer complaints for the time taken for loan processing from 21 days to 5 days for soft loans.</td>
</tr>
</tbody>
</table>

Goal statement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current level</th>
<th>Goal / Target</th>
<th>Target date</th>
<th>Project scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan processing time</td>
<td>21 days</td>
<td>5 days</td>
<td>1.12.2022</td>
<td>Only soft loans are within scope of this project</td>
</tr>
<tr>
<td>Number of customer complaints</td>
<td>100</td>
<td>0</td>
<td></td>
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</tbody>
</table>
Stakeholder Analysis

1. Identify all stakeholders

2. Map the stakeholders

3. Develop an action plan to engage with the key stakeholders

Step 0- Preparation
Stakeholder Map

Step 0 - Preparation
# Stakeholder Action Plan

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>Action</th>
<th>Who</th>
<th>When</th>
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</table>

**Step 0 - Preparation**
Map the supplier and customer requirements using a SIPOC

• A single page summary providing a high-level overview of the process, suppliers, customers, inputs and outputs to illustrate a high-level process map
• SIPOC stands for Supplier, Inputs, Process, Outputs and Customer
• Provides context and scope of process
• Defines who the customer is?
• Defines what are the outputs of the process along with the requirements
• Defines what are the inputs to the process along with the requirements
• Defines the suppliers of the process
• Commonly known as system map

Step 0- Preparation
Example of a SIPOC

See Part 3 of the manual for example
Step 1: Understand the customer

1. Identify the customer
2. Determine customer requirements
3. Convert requirements to specifications
4. Determine process efficiency measures
5. Start data collection
1. Identify the customer

**Internal customers**

**External customers**

**Primary customers** - Main receiver of the process

**Secondary customers** - Not the main receiver
## Identify the customer

<table>
<thead>
<tr>
<th>Service/ Product</th>
<th>Customer</th>
<th>Type of Customer</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

### Step 1 - Understand the customer
2. Determine customer requirements using any of the method below

- Face to face meetings
- Customer feedback
- Structured interviews
- Questions
- Empathy
- Observation
- Customer complaints
- Comment cards
- Service records
- Questionnaire
- Visit to customer
- Focus group
- Phone survey

Step 1 - Understand the customer
Understand the demand profile of the customer

Volume of services required per day

Expected service level agreement or service time

Can your processes meet their requirements?

Step 1 - Understand the customer
Example of questions you can ask to your customers

- What are your expectations?
- How useful is our service or product?
- Any problem you faced when dealing with us?
- Do you get the required information from us?
- Any suggestion or improvement ideas?
- What does quality of our products/services mean to you?
- What could potentially threaten our success?
- What is the ideal service you can imagine of?
- What if no person was involved in the service requested?
2. Example of Voice Of Customer in capturing the requirements for a new IT system

Step 1 - Understand the customer

**CEO Comments**
- As the CEO, I would want to expand in the UK market by increasing the number of collection points.
- As a CEO, I want to increase my revenues by taking advantage of the online portal and mobile bookings.
- As a CEO, I want to improve the customer experience by improving the customer portal and improving the capacity of the portal.
- As a CEO, I want to break the silos operations of the company by having an integrated system.
- As a CEO, I want to outsource IT and finance operations to other companies.
- As the CEO, I want an expansion plan that is robust with proper planning.

**Sales manager comments**
- As a head of Sales, I want to focus on customer to customer engagement to increase their sales.
- As a head of Sales, I want to review the current incentives system that provides with shopping cart and the number of points of customers.
- As a head of Sales, I want to improve the customer portal to improve the customer experience for the new customers.
- As a head of sales, I want a tracking system and a user-friendly portal interface to improve the after-sales service.
- As a head of Sales, I want to outsource the development of the system to improve cost efficiency.
- As a head of Sales, I want to improve the current sales technology being used so that to integrate the whole company onto a single system.

**IT team comments**
- As a head of IT, I want my team to focus on in house development rather than outsourcing a new software to make the staffs feel more fulfilled.
- As a head of IT, I want an integrated system to break the silo functioning of the team.
- As a head of IT, I want to new technology and networking equipments to increase the efficiency of the IT system, robustness and scalability.
- As a head of IT, I want to train my staff on new technology and software so that they are up-to-date.
- As a head of IT, I want to improve the security of the system to ensure data back up and recovery.
- As a head of IT, I want a technical architecture that is robust and scalable.
**Tips and Hints**

- **Don’t**
  Don’t just listen to what customers are complaining

- **Discover**
  Discover customer needs before they become problems

- **Treat**
  Treat all customers equally

- **Use**
  When interviewing customers, use good active listening and restrain from making comments

**Step 1 - Understand the customer**
3. Convert customer requirements to process measures (Examples given below)

<table>
<thead>
<tr>
<th>Takt time</th>
<th>Total cycle time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processing time</td>
<td>Waiting time</td>
</tr>
<tr>
<td>Reworks</td>
<td>Time to process a special request</td>
</tr>
<tr>
<td>Percent of special requests</td>
<td>Number of approvals to meet a special request</td>
</tr>
</tbody>
</table>

Step 1 - Understand the customer
Convert customer requirements to process measures
(Example shown below)

<table>
<thead>
<tr>
<th>Voice of the Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I hate waiting all the time I need to renew my licenses!”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>After Clarifying, the Key Issue(s) Is...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service is not delivered on time</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 days lead time ±1 day</td>
</tr>
</tbody>
</table>

Step 1- Understand the customer
4. Converting the Voice of customer to process measures

**Speed**

*Voice of Customer:* We want the files to be processed in 3 days  
*Process Measure:* Cycle Time

**Quality**

*Voice of Customer:* We expect less than 1 defect per file  
*Process Measure:* Quality/ Reworks

**Cost**

*Voice of Customer:* We need at least 40 files per day  
*Process Measure:* Volume processed per day

---

Step 1- Understand the customer
5. Collect Data to understand if the process aligns with customer requirements

1. Set performance benchmarks

2. Set targets

3. Collect actual data

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Target Value</th>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cycle time</td>
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<tr>
<td>No of defects</td>
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<tr>
<td>Number of files</td>
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<td>processed</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Target Value</th>
<th>Day 6</th>
<th>Day 7</th>
<th>Day 8</th>
<th>Day 9</th>
<th>Day 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cycle time</td>
<td></td>
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<tr>
<td>No of defects</td>
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<td>Number of files</td>
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<td>processed</td>
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</tbody>
</table>

Step 1- Understand the customer
Step 2: Understand the process

1. Map the process
2. Identify suppliers and input requirements
3. Compute performance baseline
4. Determine process efficiency benchmarks
5. Analyse performance gaps
6. Set new performance target
1. Map the process

A process map represents the activities—a series of steps that show how the work is done.

Begin by establishing the first and last step of the process.

Describe each major activity.

Write each step on a post-it note.

Arrange the steps in sequence.

Connect the steps with arrows.

A process should be 8-12 steps.

Do not get lost in the details!

See Part 3 of the manual to understand the mapping of a process.

Step 2- Understand the process
Types of Flow chart

- Linear flowchart
- Integrated flowchart

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Start/End</td>
<td>An oval represents a start/end point</td>
</tr>
<tr>
<td></td>
<td>Arrows</td>
<td>A line is a connector showing relationships</td>
</tr>
<tr>
<td></td>
<td>Input/output</td>
<td>A parallelogram represents input/output</td>
</tr>
<tr>
<td></td>
<td>Process</td>
<td>A rectangle represents a process</td>
</tr>
<tr>
<td></td>
<td>Decision</td>
<td>A diamond represents a decision</td>
</tr>
</tbody>
</table>

Step 2- Understand the process
Linear Flowchart

Step 2- Understand the process
## Integrated Flowchart

<table>
<thead>
<tr>
<th>Role</th>
<th>Role</th>
<th>Role</th>
<th>Role</th>
</tr>
</thead>
</table>

### Step 2- Understand the process
Tips and hints

• To get a better understanding of the process, map the Roles and Responsibility chart (RACI)

• Interview as many operators as possible
2. Identify the suppliers and input requirements to your process

- Use SIPOC to map the suppliers and customers
- Identify the suppliers (Internal/External)
- Input the supplier requirements
- Input the main process steps and sub-steps
- Identify the various customers of the process (Internal/external)
- Highlight the specific output requirements of the process
- Identify key process measures for measurement

Do not get lost in the details!
Identify the suppliers and their requirements

<table>
<thead>
<tr>
<th>Suppliers</th>
<th>Input requirements</th>
<th>Process</th>
<th>Output Requirements</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Process steps

See **Part 3** of the manual for example

Step 2- Understand the process
3. Compute performance baseline

- Identify the key process measures
- Set the performance targets
- Align the voice of customer with the process measures
- Start data collection to measure efficiency of process
4. Determine the list of process measures/ VoC/ Data to be collected

<table>
<thead>
<tr>
<th>Key Process measures (Data to be collected)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Performance Target(s)</td>
<td></td>
</tr>
<tr>
<td>Voice of Customer (VoC)</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td></td>
</tr>
</tbody>
</table>

See **Part 3** of the manual for example
5. Start Data collection

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Target Value</th>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Target Value</th>
<th>Day 6</th>
<th>Day 7</th>
<th>Day 8</th>
<th>Day 9</th>
<th>Day 10</th>
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</thead>
<tbody>
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</tr>
</tbody>
</table>
## Tips and hints for Data collection

<table>
<thead>
<tr>
<th>Who</th>
<th>When?</th>
<th>Where?</th>
<th>How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who will take observations?</td>
<td>How frequently will samples be collected?</td>
<td>Where in the process will observations be taken?</td>
<td>What measurement process/methods will be used?</td>
</tr>
<tr>
<td>Who is the customer of these data?</td>
<td></td>
<td></td>
<td>How will the data be analysed?</td>
</tr>
<tr>
<td>Who will analyse the data?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who will communicate what to whom?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Step 2 - Understand the process
6. Identify any gaps

DOES THE DATA TELL YOU HOW HAVE YOU BEEN PERFORMING?

DOES IT TELL YOU IF YOUR PROCESS IS IN CONTROL?

DOES IT TELL YOU IF YOUR PROCESS IS STABLE?

ARE YOU MEETING YOUR CUSTOMER REQUIREMENTS?

Step 2- Understand the process
Step 3: Analyse the Process

1. Display the data for analysis
2. Measure the deviation from the target
3. Question the deviation(s)
4. Walk the process and identify wastes
6. Analyse root causes of the wastes
3. Analyse Performance Gaps

- **Display**
  Display the data using the most appropriate method

- **Measure**
  Identify/measure any gaps or deviation(s)

- **Identify**
  Identify any visible source of waste from the process

- **Analyse**
  Analyse the root cause of gaps/wastes identified

**Step 3- Analyse the process**
2. Display the data using the most appropriate graph or method

- Line graph
- A bar graph
- A pie chart
- Histogram
- Pareto chart
- Scatter diagram

Step 3- Analyse the process
2. Measure any deviation from the performance using colour coding

### VOICE OF CUSTOMER

**Speed**
- We want the files to be processed in 3 days

**Quality**
- We expect less than 1 defect per file

**Cost**
- We want at least 40 files per day

<table>
<thead>
<tr>
<th><strong>Output Metrics- Cycle time</strong></th>
<th><strong>Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td><strong>Actual</strong></td>
</tr>
<tr>
<td>3</td>
<td>2.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Output Metrics- Error Rate</strong></th>
<th><strong>Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td><strong>Actual</strong></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Output Metrics- Productivity per person</strong></th>
<th><strong>Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td><strong>Actual</strong></td>
</tr>
<tr>
<td>40</td>
<td>35</td>
</tr>
</tbody>
</table>

**Colour code**
- Red
- Amber
- Green

**Step 3- Analyse the process**
Plot or highlight any deviation from the performance using colour coding

No of files processed

DAY 1  DAY 2  DAY 3  DAY 4  DAY 5  DAY 6  DAY 7  DAY 8  DAY 9  DAY 10  DAY 11  DAY 12  DAY 13  DAY 14  DAY 15

Over target

Target

under target

Step 3- Analyse the process
3. Question if the data enables you to

- Identify if there is a change in the process data?
- Identify if there is too much variation in the process?
- Question if the data shows over target or under target and ask WHY?

Step 3- Analyse the process
4. Walk the process again to identify wastes

- D- Defects
- O- Overproduction
- W- Waiting
- N- Non Utilised talents
- T- Transportation
- I- Inventory
- M- Motion
- E- Excessive Processing

Step 3- Analyse the process
## Waste identification

<table>
<thead>
<tr>
<th>Process Steps</th>
<th>Process details</th>
<th>D</th>
<th>O</th>
<th>W</th>
<th>N</th>
<th>T</th>
<th>I</th>
<th>M</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>4</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>5</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
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<td>✓</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>7</td>
<td></td>
<td>✓</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
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<td></td>
<td></td>
<td>✓</td>
<td></td>
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<td>9</td>
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<tr>
<td>10</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Step 3- Analyse the process
Defect as a waste

“Aspects of outputs not confirming to customer needs that is defective work that needs to be redone”

Example: Missed deadlines, missing information etc...

Tips: To eliminate this type of waste:

• Establish standardised work procedures and office forms.
• Create and post job aids.
Overproduction as a waste

“Producing outputs beyond what is needed by the customer”

Example: processing too early, too many, non-priority items etc...

Tips: To eliminate this type of waste:

- Establish a work flow sequence to satisfy the downstream customer.
- Create workplace norms and standards for each process.
- Create signal devices to prevent early processing.

Step 3- Analyse the process
Waiting as a waste

“Delays between processes and steps”

Example: Queues of people, emails, batch processing, etc

Tips: To eliminate this type of waste:

- Review and standardise required signatures to eliminate unnecessary ones.
- Cross-train employees to allow work flow to continue while someone is out.
- Balance the workload throughout the day to ensure that all people are being used optimally.
- Make sure that equipment and supplies are available.

Step 3- Analyse the process
Non Utilised Talents as a waste

“Not using the process operators to the full capacity”

Example: Ignoring suggestions for improvement, skills mismatch etc

Tips: To eliminate this type of waste:

- Value employees and give them the opportunity to share their improvement ideas, use their creative and innovative skills.
- Motivate employees to contribute and be more engaged.

Step 3- Analyse the process
Transportation as a waste

“Unnecessary movement of people, materials, products and information”

Example: Walking with documents, moving products to storage area etc

Tips: To eliminate this type of waste:

- Make the distance over which something is moved as short as possible.
- Eliminate any temporary storage locations or stocking locations.

Step 3- Analyse the process
Inventory as a waste

“Work in Process (WIP) in excess to what the customer needs”

Example: Piles of paper, waiting callers, queues of people etc

Tips: To eliminate this type of waste:

- Produce only enough to satisfy the work requirements of your downstream customer.
- Standardise work locations and the number of units per location.
- Ensure that work arrives at the downstream process when it is required and does not sit there.

Step 3 - Analyse the process
Motion as a waste

“Needless movements by people”

Example: Extra key strokes, switching screen, poor layout etc

Tips: To eliminate this type of waste:

- Standardise folders, drawers and cabinets throughout the area; use colour codes as much as possible.
- Arrange your files (desktop and electronic on PC) in such a way you can easily reference them.
- Arrange work areas of office equipment in central locations; consider purchasing additional equipment to eliminate multiple trips.

Step 3- Analyse the process
Excessive Processing as a waste

“Adding more than what the customer needs”

Example: hand off approvals, too many reviews etc...

Tips: To eliminate this type of waste:

- Review the value-added steps in each process, and streamline or eliminate steps whenever possible.
- Review all signature requirements and eliminate signatures wherever possible.
5. Analyse the root cause of the problem

Most Problems can be Solved with a 5 Why Analysis or a Fishbone
Analyse the root cause of the problem

- **Brainstorming**

- **Fish Bone Diagram**

- **5 Whys**

**Step 3- Analyse the process**
Brainstorming Technique

Open idea generation (Rapid fire)

Silent idea generation (using post it notes)

Structured idea generation (Categorise using the cause and effect)

Step 3- Analyse the process
Cause and Effect Diagram / Fish bone Diagram/ Ishikawa Diagram

Can be used to generate ideas to identify potential causes of variation

Simple to use

Helps to sort out possible sources of variation

Get everyone involved in a team

Step 3 - Analyse the process
## Cause and Effect Diagram

<table>
<thead>
<tr>
<th>Define</th>
<th>Define the problem clearly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decide on</td>
<td>Decide on the main cause categories</td>
</tr>
<tr>
<td>Generate</td>
<td>Generate ideas for each cause</td>
</tr>
<tr>
<td>Record</td>
<td>Record the ideas on a cause and effect diagram</td>
</tr>
<tr>
<td>Clarify</td>
<td>Clarify the meaning of each idea</td>
</tr>
<tr>
<td>Display</td>
<td>Display the diagram and encourage the contribution from others</td>
</tr>
</tbody>
</table>

**Step 3- Analyse the process**
Step 3 - Analyse the process

Cause and Effect Diagram

Cause

Effect

---

5 Whys

**Define**
Define a clear problem

**Determine**
Determine the direct cause of the problem

**Ask**
Ask “Why does direct cause occur?”

**Investigate and find**
Investigate and find cause A

**Ask**
Ask “Why does cause A happen?”

**Repeat**
Repeat until you reach the root cause

**Step 3- Analyse the process**
5 Whys

Step 3 - Analyse the process
6. Finalise the possible root causes

Example

<table>
<thead>
<tr>
<th>Process</th>
<th>Actual Scenario</th>
<th>Problem Identified</th>
<th>Possible Root Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan processing</td>
<td>Clients Waiting for their turn</td>
<td>Officers at the reception busy with other clients</td>
<td>Same officer is handling complex loans and also cater for simple procedures leading to a high waiting time.</td>
</tr>
</tbody>
</table>
Step 4: Improve the Process

1. Use the value stream map to improve
2. Identify quick wins
3. Redesign, repair or replace the process
4. Selection of the best Business Process Re-engineering method
Map the “AS-IS” process

See Part 3 of the manual for example

Step 4- Improve the process
Design the “To-BE” process

What we think it can look like:

What we wish it would look like:

See Part 3 of the manual for example

Step 4- Improve the process
<table>
<thead>
<tr>
<th>Step</th>
<th>Process Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Map</td>
<td>Map the “as-is” process from the suppliers to customers</td>
</tr>
<tr>
<td>2. Data Analysis</td>
<td>Add the process measures (Cycle time/ volume of data/defect rate/ First pass yield)</td>
</tr>
<tr>
<td>3. Information Flow</td>
<td>Add the information flow to the map (Key data/people/ interactions etc...)</td>
</tr>
<tr>
<td>4. Inventory</td>
<td>Make sure that the inventory between each step is recorded</td>
</tr>
<tr>
<td>5. Time Chart</td>
<td>Draw the time profile chart below the process map. (Cycle time +Waiting time)</td>
</tr>
</tbody>
</table>

**Step 4- Improve the process**
Value Steam map to improve

6. Identify the Value Added
Any Process that changes the nature/shape/characteristics of products/services in line with customer requirements

7. Identify the Non Value Added
Does not add value but is unavoidable with the current technology/methods

8. Identify the Waste profile
All other meaningless non essential activities that can be eliminated

9. Improve the “As-is” process
Use improvement strategies to design the “To-be” process

Step 4- Improve the process
% VA = \frac{\text{Process Time} \times 100}{\text{Lead Time}}

Total lead time: TOTAL time taken from end to end

Time in queue = \text{Inventory} \times \text{actual cycle time}

**Step 4 - Improve the process**

194 days on average

Target
Example of a value stream map in progress.
- Can be done using pen and paper
- Can be done using software
- Can be colour coded (Customised as per builder)

See **Part 3** of the manual for example
Value Stream Map to improve

1. Quick Wins

2. Workplace Organisation using 3S

3. Load Balancing

4. Review of Processes using 5Rs

Step 4- Improve the process
2. Identify some Quick Wins to improve

<table>
<thead>
<tr>
<th>Waste identified</th>
<th>Potential Solution</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>
## Selection of Quick Wins to improve

<table>
<thead>
<tr>
<th>Waste identified</th>
<th>Potential solution</th>
<th>Takes Less than 1 week</th>
<th>Costs less than x MRU</th>
<th>Is reversible</th>
<th>Within team scope to solve</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Potential solution 1</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>W1</td>
<td>Potential solution 2</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Potential solution 1</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>W2</td>
<td>Potential solution 2</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Potential solution 1</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>W3</td>
<td>Potential solution 2</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
3S as an improvement strategy

Step 4- Improve the process

1. S: Sort
2. S: Set in Order
3. S: Shine
3S for better workplace organisation-
Sort

1. Identify Items as necessary & not Necessary
2. Red Tag Items which are not needed
3. Have a red tag disposal procedure. Schedule time for Sorting

Step 4- Improve the process
3S for better workplace organisation - Set in Order

1. Organise necessary items to minimise motion

2. Mark designated areas for the items sorted

3. Use tags, labels and signboards for easy identification. Use visual control to readily identify missing items

Step 4 - Improve the process
3S for better workplace organisation - Shine

1. Inspect the area
2. Remove irrelevant items. Have a check list of what should be cleaned
3. Keep the area dust free, litter free

Step 4 - Improve the process
Load Balancing to improve

Takt time = Average time (defined by the supplier) / Customer demand (defined by the customer)

Load balancing is making sure that all processes has the same cycle time.

Step 4 - Improve the process
3. Repair/ Redesign or Replace the process

Remove
Reduce

Replace
Re-order

Re-Deploy

Step 4- Improve the process
5Rs as an improvement Strategy

- **Remove** (Is it value added for the customer?)
- **Reduce** (Can we eliminate some sub-steps?)
- **Replace** (Can we replace a sub-step or the whole process?)
- **Re-order** (Can the process step or sub-step be moved?)
- **Re-deploy** (Can the process step be moved to another process?)

**Step 4- Improve the process**
## 5Rs as an improvement Strategy

### Example

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients request for information physically at the counter and then come on another day to apply for the loan</td>
<td>Yes can remove</td>
<td>✔️</td>
<td>Replaced by an online portal to provide standard information</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

**Step 4- Improve the process**
4. Selecting the best Business Process Re-engineering Method

1. **Repair the process:** This strategy is best suitable for handling processes involving minor customer complaints, occasional failure to meet stated targets or improvements needed merely to keep pace with, for example, new Human Resource policies.

2. **Redesign the process:** This means the process is totally revamped from scratch assuming that what we have at present is no more serving the purpose. It cannot be improved without heavy investments, efforts and specialised skills. Redesign provides all concerned an opportunity to totally rethink the way we do things in line with new business and organisational aspirations, improve efficiencies in leaps and bounds. It also requires a period of changeover when the new process takes over smoothly from the present.

3. **Replace the process:** This is the preferred strategy when we know an equivalent process is readily available for which proof of performance is evident and there is consensus to adopt the same in place of the present which can be discarded. Another example could be a packaged IT solution provider is able to offer a designed and tested solution that is capable of offering desired target efficiencies and the present organisation does not have the skills or ability to redesign one.

Step 4- Improve the process
## Selecting the best BPR Method

<table>
<thead>
<tr>
<th>BPR Method</th>
<th>Impact</th>
<th>Effort</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Re design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Step 4 - Improve the process**
Step 5: Pilot the process

1. Document the new process
2. Install test changes
3. Conduct a simulation test
4. Pilot the new process
5. Analyse the impact on operation
6. Check if the set goals are met
1. Document the new process using flow charts and RACI

AS IS

TO BE

Step 5- Pilot the process
2. Install test changes using PDSA

1. Develop an action plan to test the solution

2. Test the selected solution

3. Study the results of the test

4. Take action whether to review solutions or to implement and develop an implementation plan and act accordingly

Step 5- Pilot the process
PDSA/ PDCA/ DEMING CYCLE

PDSA (plan–do–study–act or plan–do–check–adjust) is an iterative design and management method used in any business for the control and continuous improvement of processes and products. It is also known as the Deming circle/cycle/wheel, the Shewhart cycle, the control circle/cycle, or plan–do–study–act (PDSA) cycle.

Step 5- Pilot the process
2. Install test changes using PDSA

**Plan**
- To establish the objectives and processes required to deliver the desired results

**Do**
- To carry out the objectives from the previous step

**Study**
- During the check phase, the data and results gathered from the Do phase is evaluated. Data is compared to the expected outcomes to see similarities and differences. The testing process is also evaluated to see if there are any changes from the original test of the planning phase

**Act**
- Also called “Adjust”, this Act phase is where a process is improved. Records from the “Do” and “Check” phases help identify issues with the process. These issues may include problems, inefficiencies, non-conformities and opportunities for improvement

Step 5- Pilot the process
## Test Plan (Example)

<table>
<thead>
<tr>
<th>Solution</th>
<th>Test number</th>
<th>How to conduct the test?</th>
<th>Who will conduct the test?</th>
<th>When will the test be conducted?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of an online portal to provide information</td>
<td>1</td>
<td>Design a minimum viable product (MVP) of the online portal for tests</td>
<td>1. Developers 2. A sample of employees of the customer service team</td>
<td>May 2022</td>
</tr>
</tbody>
</table>
3. Conduct simulation tests for the re-designed service

Experience Prototyping: Test ideas and gather feedback on potential re-designed processes by playing the scenes, simulation of the process, assigning roles using props.

Following BPR exercise and other actions such as digitisation of the process, launch the test product or service for a short period of time and capture feedbacks to be reviewed.

Make video of the products or services being served to the customers.

Step 5- Pilot the process
Capture feedback from simulation test

 Likes

 Questions

 Ideas

 Criticism

Step 5- Pilot the process
4. Pilot the new process and decide best process for implementation

<table>
<thead>
<tr>
<th>Test/ process implemented</th>
<th>Expected Results</th>
<th>Actual Results</th>
<th>Action to be taken</th>
<th>Adapt?</th>
<th>Adopt?</th>
<th>Abandon?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Viable product for online portal</td>
<td>Provide minimum information and calculate the loan repayment amount within 2 mins</td>
<td>System latency-insufficient information provided Cycle time=7 mins</td>
<td>Review information to be published on system Review infrastructure of portal</td>
<td>Can be adapted to better suit the clients</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
## 5. Analyse impact on operation

<table>
<thead>
<tr>
<th>Test/ process implemented</th>
<th>Impact on operational KPIs</th>
<th>Impact on cycle time</th>
<th>Impact on people</th>
<th>Impact on customer</th>
<th>Impact on suppliers</th>
<th>Impact on other department(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Viable product for online portal</td>
<td>Number of requests for information</td>
<td>Reduced from 10 mins to 7 mins</td>
<td>Improved morale</td>
<td>Number of visits per customer is reduced</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

**Step 5- Pilot the process**
6. Check if set goals are met

Do measured values show tendency towards targets set (baseline or benchmark)?
Step 6: Implement and monitor the process

1. Select implementation team and strategy
2. Set implementation priorities
3. Develop action plan
4. Manage changes
5. Set an implementation monitoring system
6. Standardise the process
7. Monitor the process
8. Track developments
9. Review Customer Satisfaction
10. Review, improve as needed
1. Selection of Implementation team and strategy using RACI Chart

<table>
<thead>
<tr>
<th>S.No</th>
<th>Team</th>
<th>Name of team members</th>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
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**Definition| Description**

- **R = Responsible**: Individual(s) who do / completes the task. Can be shared.
- **A = Accountable**: Individual ultimately expected to ensure performance, has final decision making and veto authority. Can’t be shared.
- **C = Consulted**: Individual(s) to be consulted prior to a final decision or action. Can be shared.
- **I = Informed**: Individual(s) who needs to be informed after a decision is made or action is taken. Can be shared.
2. Set Implementation Priorities

One might choose to implement the new process in phases. This is required for complex processes with broad boundaries, involving several Ministries/Departments.

Step 6 - Implement and monitor the process
3. Develop Action Plan and Timeline of implementation

<table>
<thead>
<tr>
<th>Phase</th>
<th>Milestone</th>
<th>Action to be Taken</th>
<th>Who</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
# 4. Change Management Strategy

<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th>• Create a vision for change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State</strong></td>
<td>• Assess the state of the people with respect to upcoming change</td>
</tr>
<tr>
<td><strong>Communicate</strong></td>
<td>• Communicate the vision and need for change to all stakeholders</td>
</tr>
<tr>
<td><strong>Plan</strong></td>
<td>• Create the change management plan</td>
</tr>
<tr>
<td><strong>Desire</strong></td>
<td>• Create a desire among people to participate in change</td>
</tr>
<tr>
<td><strong>Train</strong></td>
<td>• Provide training and tools to overcome barriers of change</td>
</tr>
<tr>
<td><strong>Mentor and coach</strong></td>
<td>• Mentor and coach people to maintain their enthusiasm</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>• Gather feedback and take corrective actions</td>
</tr>
<tr>
<td><strong>Reinforce</strong></td>
<td>• Reinforce to sustain the change</td>
</tr>
<tr>
<td><strong>Celebrate and promote</strong></td>
<td>• Celebrate and promote early success</td>
</tr>
</tbody>
</table>

**Step 6 - Implement and monitor the process**
5. Implementation Monitoring System

Each stakeholder involved is empowered to monitor and provide feedback on what is happening during the roll-out of the new process. Data is collected to monitor all performance efficiency measures so as to ascertain if pilot experience is replicated in actual full implementation mode.

![Before and After Diagram]
6. Standardise the Process

Standard operating procedures
Flowcharts
Colour Coding

Standard training materials
Standard customer feedback method
SOPs

Standard Operating Procedures (SOP’s) are a great way to ensure the process and any improvements are sustained.

Develop user friendly documents

Use Visual/ photos

It should be a basis for Continual Improvement

Typical types of SOP could be..

- Visual Aids
- Use pictures and flowcharts located at the workplace
- Soft copies of visual flowchart

Step 6- Implement and monitor the process
### 7. Monitor the process using visual boards

<table>
<thead>
<tr>
<th>Sharing</th>
<th>Complying</th>
<th>Controlling</th>
<th>Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team information/photo/seating arrangement</td>
<td>SOP/System map/SIPOC/</td>
<td>Skill matrix</td>
<td>Current problems/issues</td>
</tr>
<tr>
<td>Sharing of information</td>
<td>Charts/ graphs/ data</td>
<td></td>
<td>Improvement action plan and actions</td>
</tr>
<tr>
<td>Process name/purpose</td>
<td>KPIs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 8. Track Developments

**Example**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Results</th>
<th>Results comply?</th>
<th>Action Plan</th>
<th>Test?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of online portal</td>
<td>Reduced cycle time from 10 to 2 mins</td>
<td>Yes</td>
<td>Post implementation audit to be conducted in 3 months</td>
<td>Post implementation audit test</td>
</tr>
</tbody>
</table>

**Step 6- Implement and monitor the process**
9. Review  Customer Satisfaction

Customer satisfaction score  Number of customer complaints  Number of loyal customers (based on a points/fidelity system)

Level Customer interactions on social media (Number of likes/views)  Number of page followers

Step 6- Implement and monitor the process
Review Customer Satisfaction

Step 6- Implement and monitor the process
10. Continuously Improve

Smart process will not stay smart unless one continues to innovate. We need to adapt to rapid technology improvements and ever-changing needs of customers.

Step 6 - Implement and monitor the process
### Tips and hints for successful implementation

<table>
<thead>
<tr>
<th>Keep</th>
<th>Avoid</th>
<th>Choose</th>
<th>Fit</th>
<th>Stop</th>
<th>Keep</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep the pipeline full</td>
<td>Avoid solo working</td>
<td>Choose important projects (Customer facing)</td>
<td>Fit projects into everyday business rather than an add on</td>
<td>Stop people from jumping to conclusions</td>
<td>Keep the momentum going</td>
</tr>
</tbody>
</table>

**Step 6 - Implement and monitor the process**