The Ministry of Public Service, Administrative and Institutional Reforms
in collaboration with the
National Productivity and Competitiveness Council

SMART PROCESS MANUAL 2022

For a professional Public Service committed to Excellence

NPCC
Ansam pou enn meyer kalite lavi

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

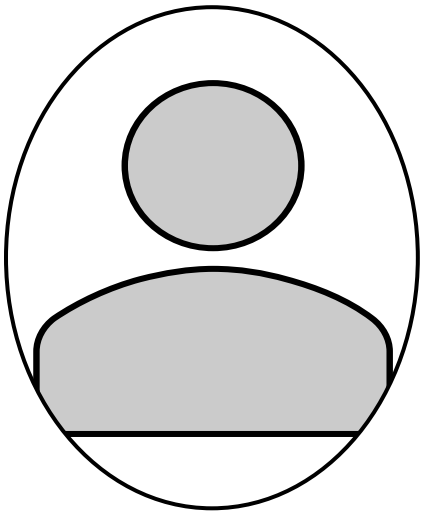
1. Setting up of Steering Committee

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

Steering Committee

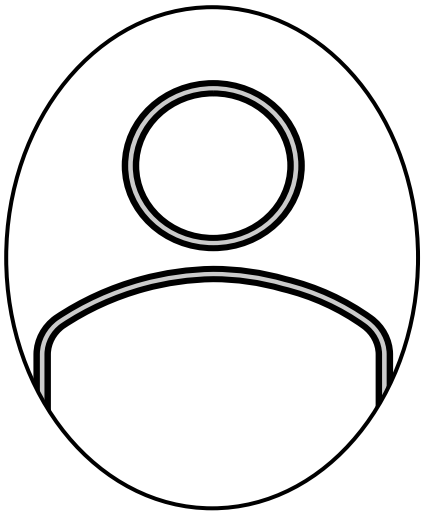
SN	Member Name	Job Title	Contact Details	Organisation

2. Selecting the process stakeholders



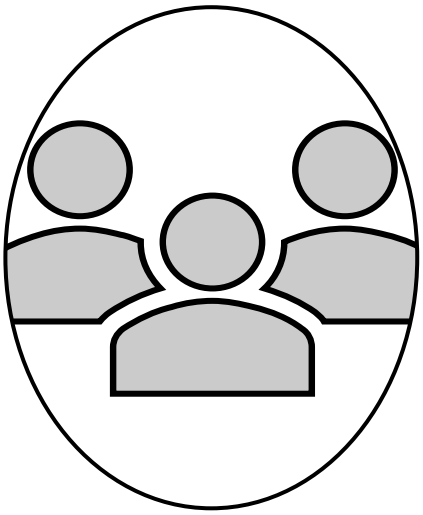
Who is the Process Owner?

- 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

Project team

- Team leader
- Team members

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

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

Project team

SN	Name of Team Member	Role	Contact Details	Responsibility

4. Allocating Roles and Responsibilities (RACI)

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. Cannot 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.

RACI Template

	Owner	Sponsor	Operator	Manager	External
Tasks					
1					
2					
3					
4					

Key
R
A
C
I

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

5. Training and empowering the project team

Senior / Middle Management	Training shall be targeted at all levels especially senior management and cascaded through the organisation in line with the strategic transformation initiatives.
	Focus on the philosophy of ‘smart processes’ and change management.
Process Owners	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.
	Focus on process improvement tools, techniques and concepts, as well as know how to facilitate the development of a ‘smart process’ culture.
All employees	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.
	Focus areas will be on improved ways of working, adoption of new technologies and use of associated equipment and gadgets.
Citizens	Awareness sessions should be organised for citizens as applicable to adapt to new processes.

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

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)

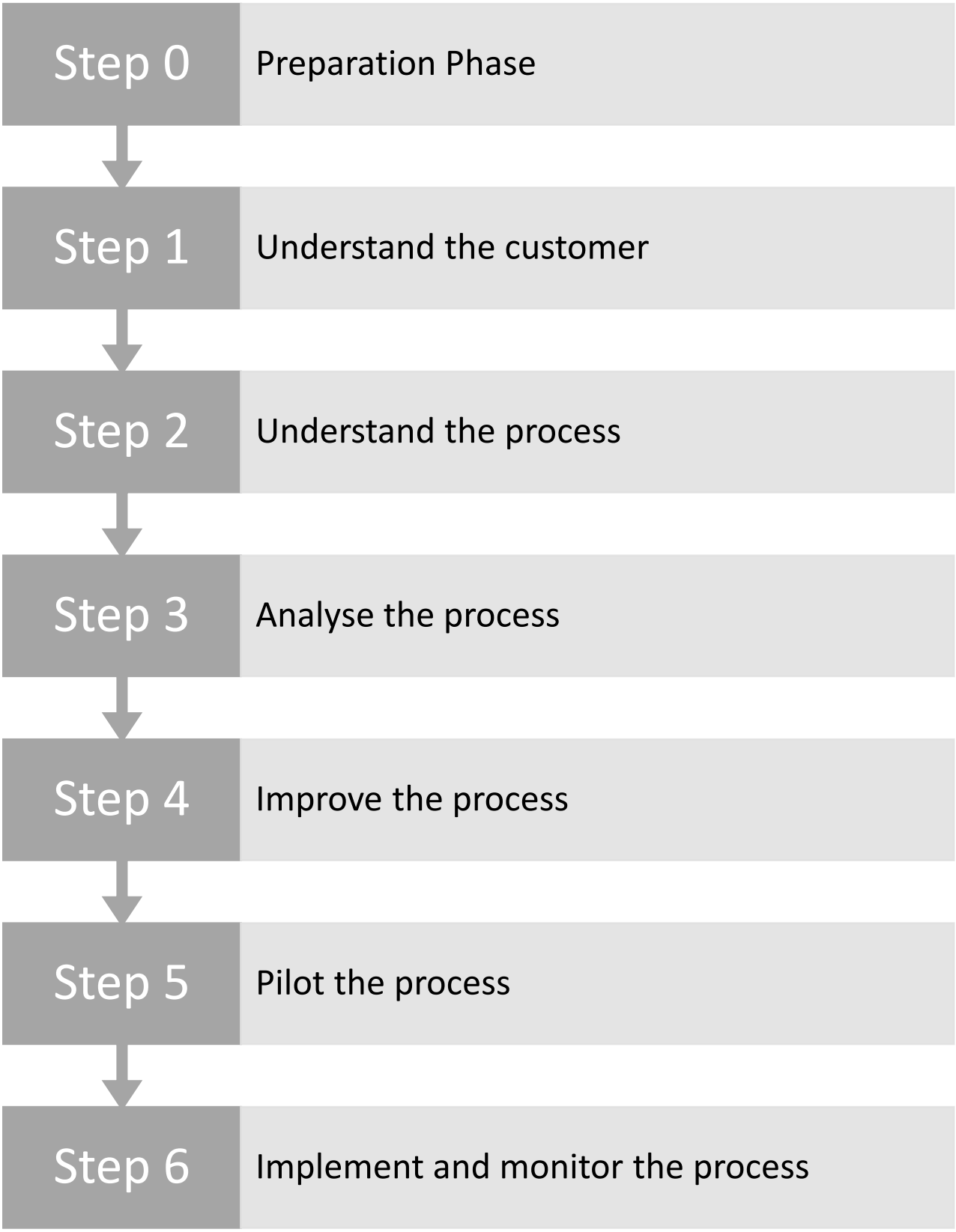
Employees confused how to do the work

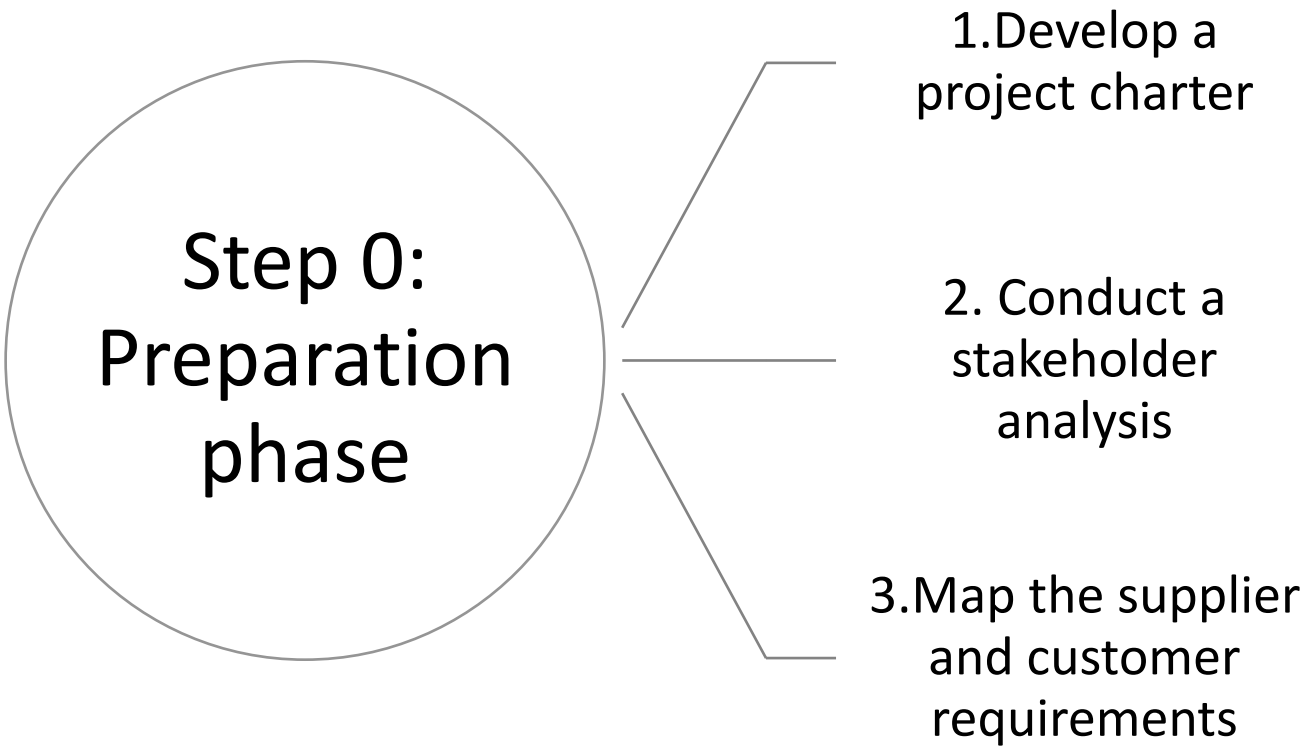
Cumbersome and causing delays in responses

Selection of the process for BPR

Process name	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
1						
2						
3						
4						
5						
6						

Step by Step approach

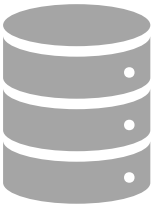

Step 0
Preparation Phase
Step 1
Understand the customer
Step 2
Understand the process
Step 3
Analyse the process
Step 4
Improve the process
Step 5
Pilot the process
Step 6
Implement and monitor the process


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

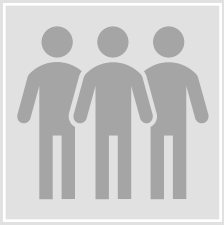
Project Charter (Example)

<table>
<tr><td colspan="4">Project Title: To reduce the loan processing time from 21 to 5 days</td></tr>
<tr><td colspan="3">Business Case</td><td>Opportunity Statement</td></tr>
<tr><td colspan="3">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>
<tr><td colspan="3">Goal statement</td><td>Project scope</td></tr>
<tr><td>Metric</td><td>Current level</td><td>Goal / Target</td><td>Target date</td><td rowspan="3">Only soft loans are within scope of this project</td></tr>
<tr><td>Loan processing time</td><td>21 days</td><td>5 days</td><td>1.12.2022</td></tr>
<tr><td>Number of customer complaints</td><td>100</td><td>0</td><td></td></tr>
</table>

Stakeholder Analysis

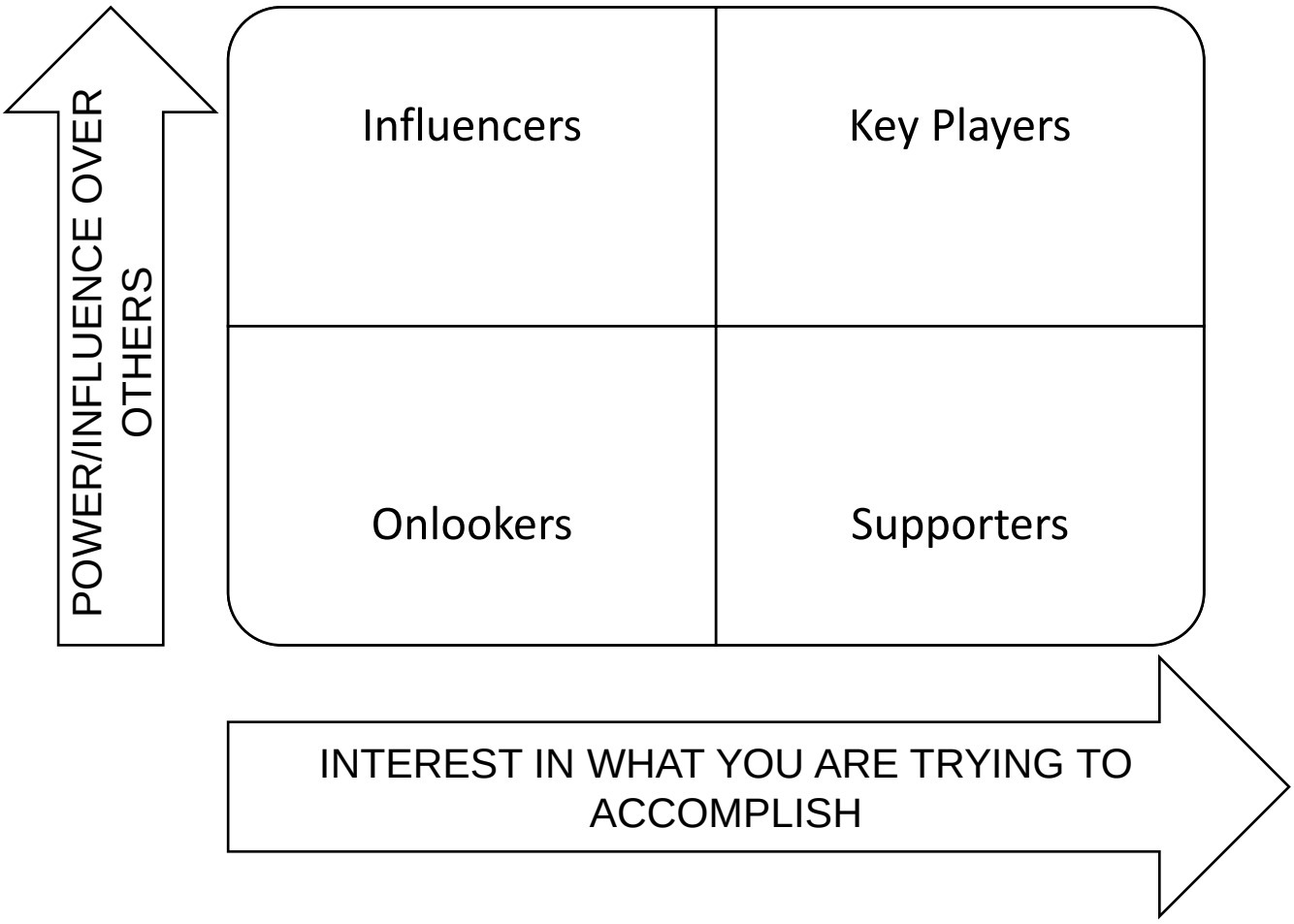
1. Identify all stakeholders

2. Map the stakeholders



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

Stakeholder Map



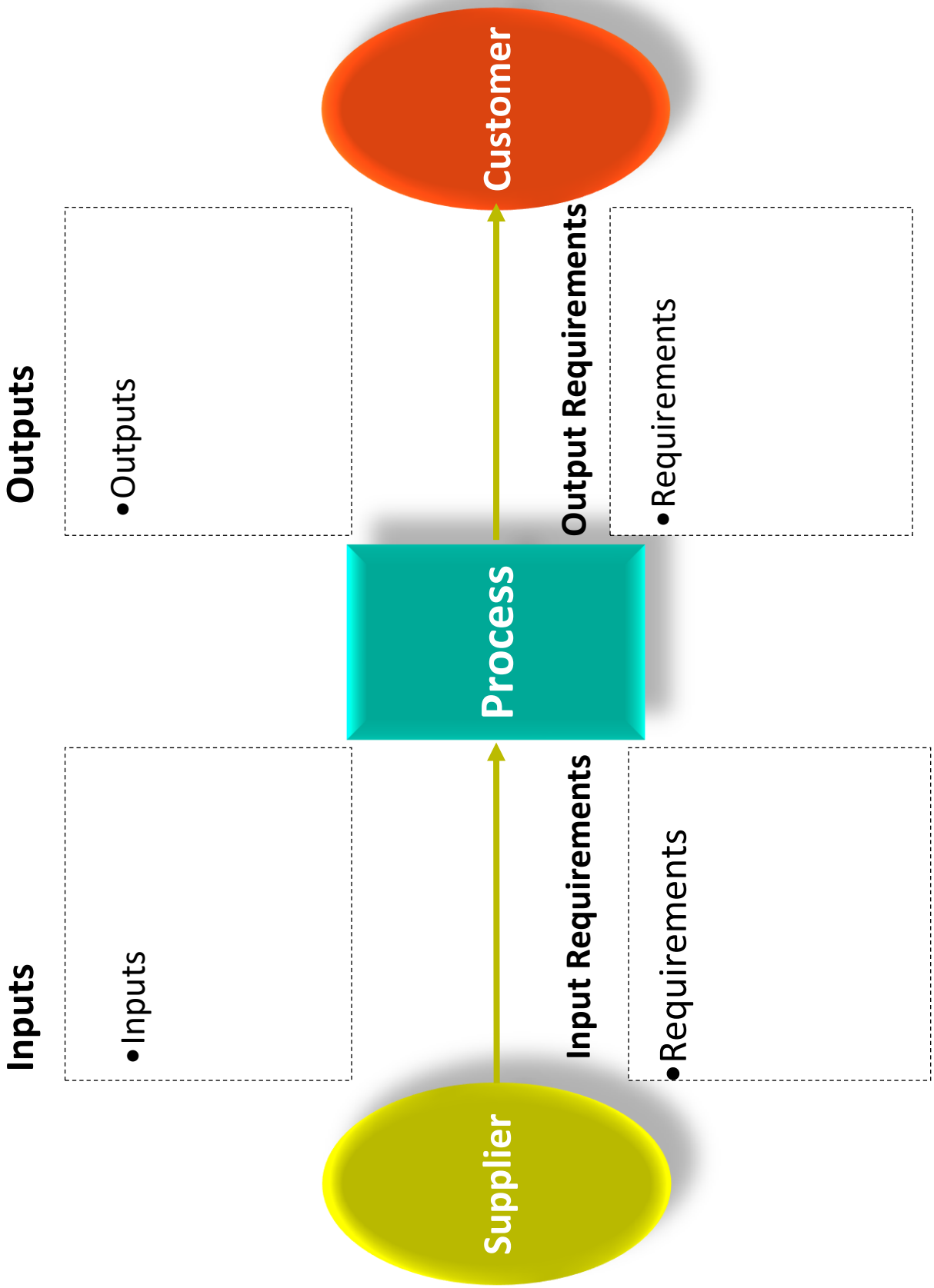
Stakeholder Action Plan

Stakeholder Name	Action	Who	When

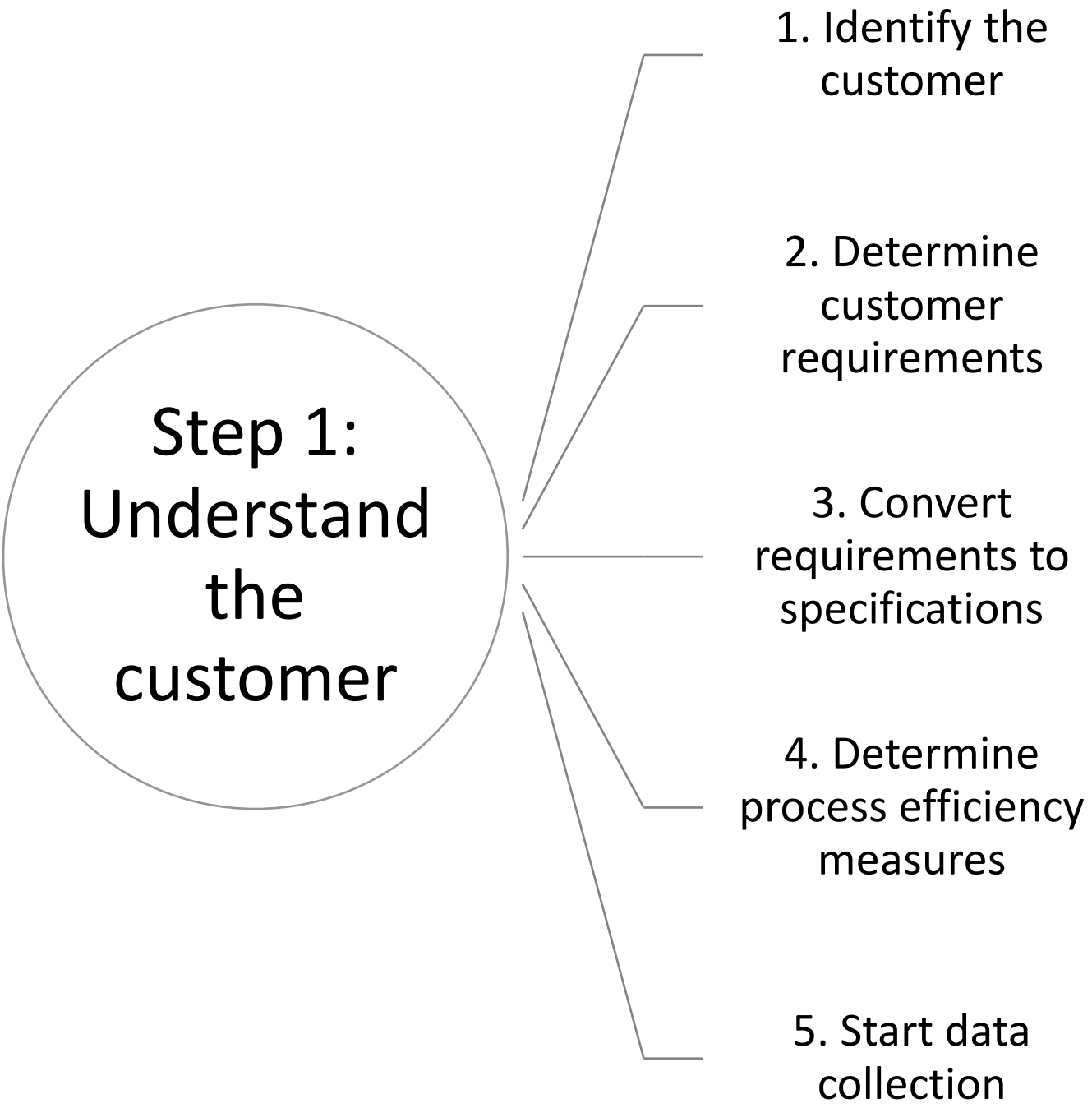
Map the supplier and customer requirements using a SIPOC

- 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

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

Service/ Product	Customer	Type of 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

Understand the demand profile of the customer

Volume of services required per day

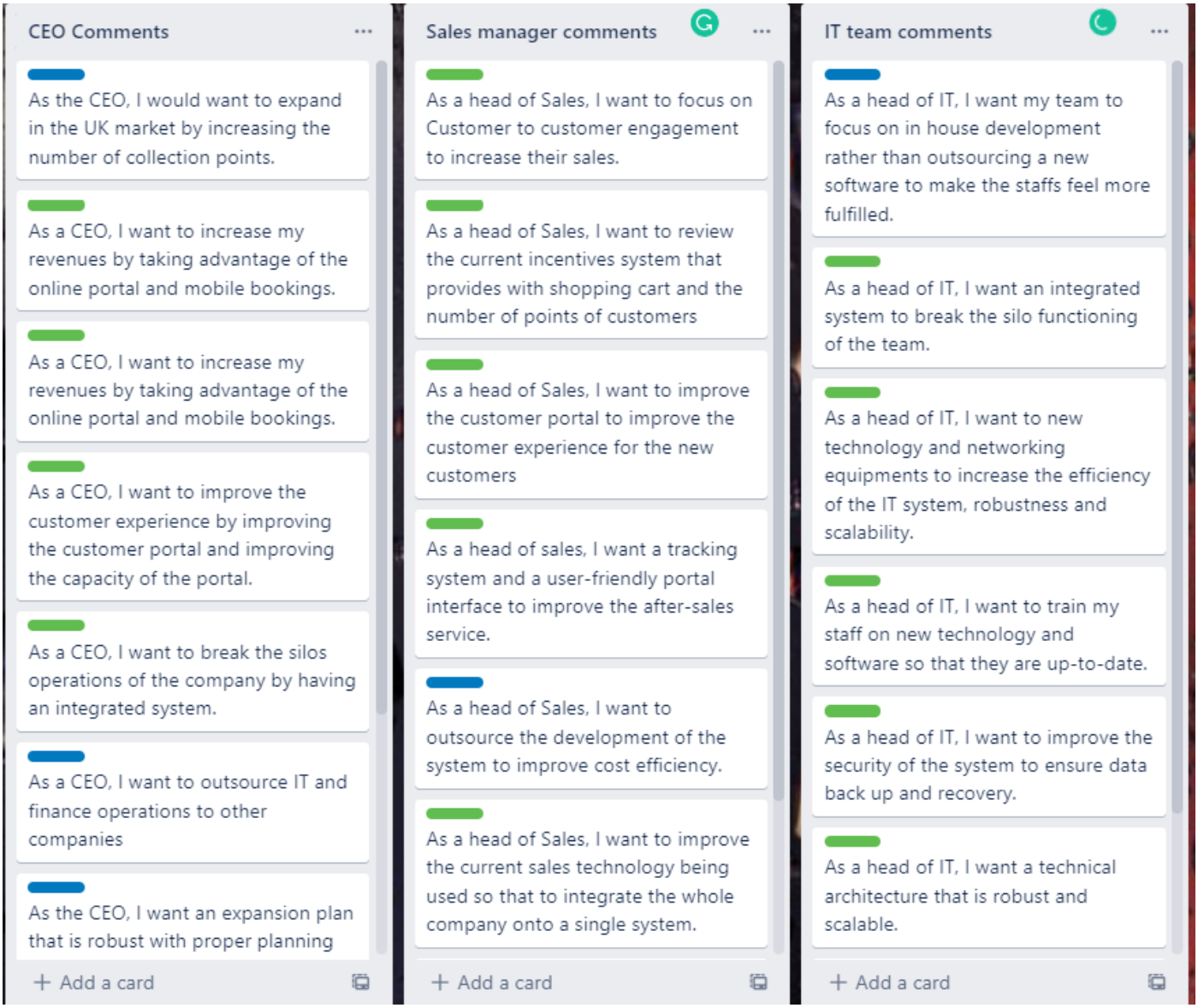
Expected service level agreement or service time

Can your processes meet their requirements?

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



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

3. Convert customer requirements to process measures (Examples given below)

Takt time	Total cycle time
Processing time	Waiting time
Reworks	Time to process a special request
Percent of special requests	Number of approvals to meet a special request

Convert customer requirements to process measures (Example shown below)

Voice of the Customer	After Clarifying, the Key Issue(s) Is...
“I hate waiting all the time I need to renew my licenses!”	Service is not delivered on time

Customer Requirements
10 days lead time ±1 day

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

5. Collect Data to understand if the process aligns with customer requirements

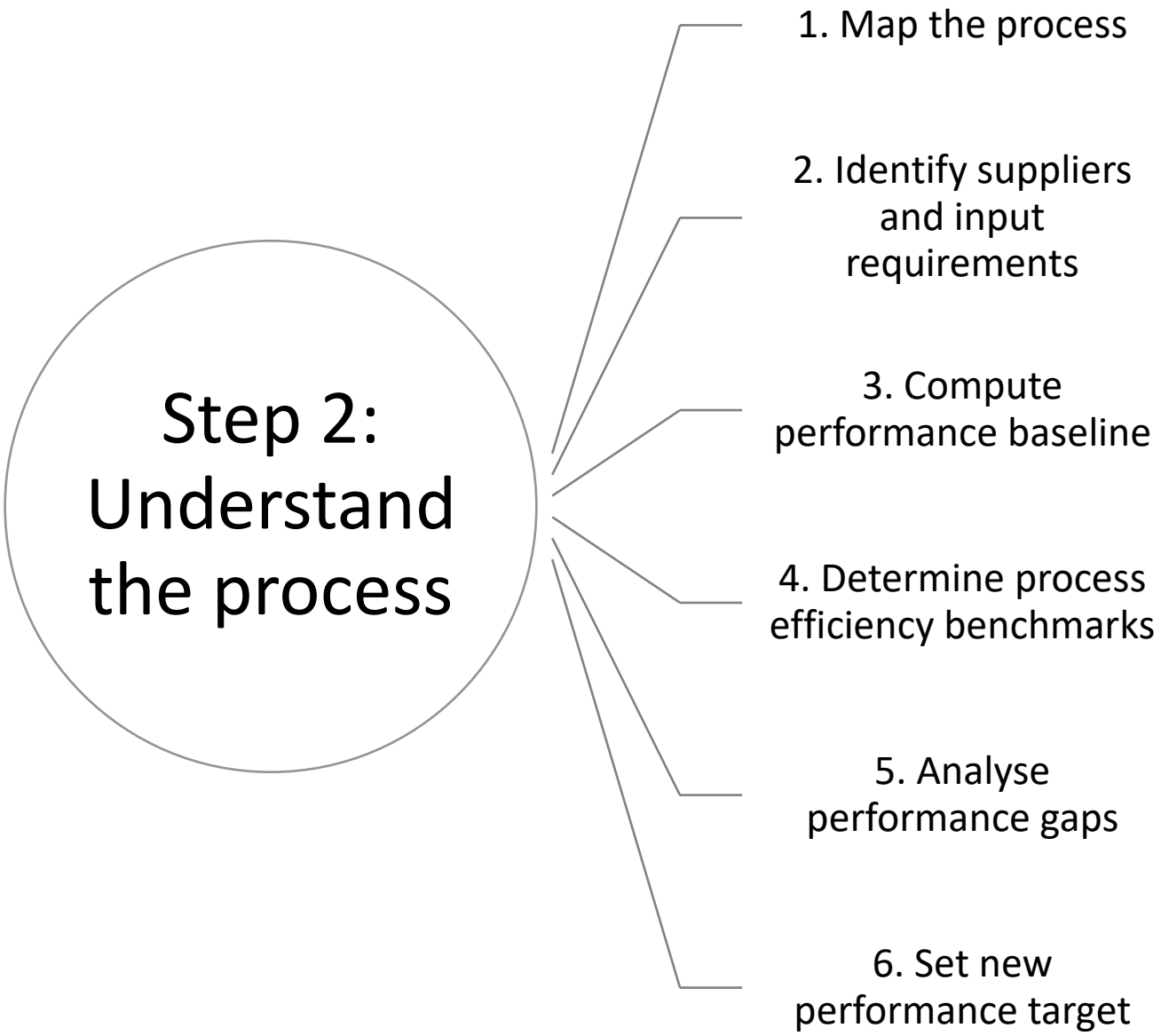
1. Set performance benchmarks

2. Set targets

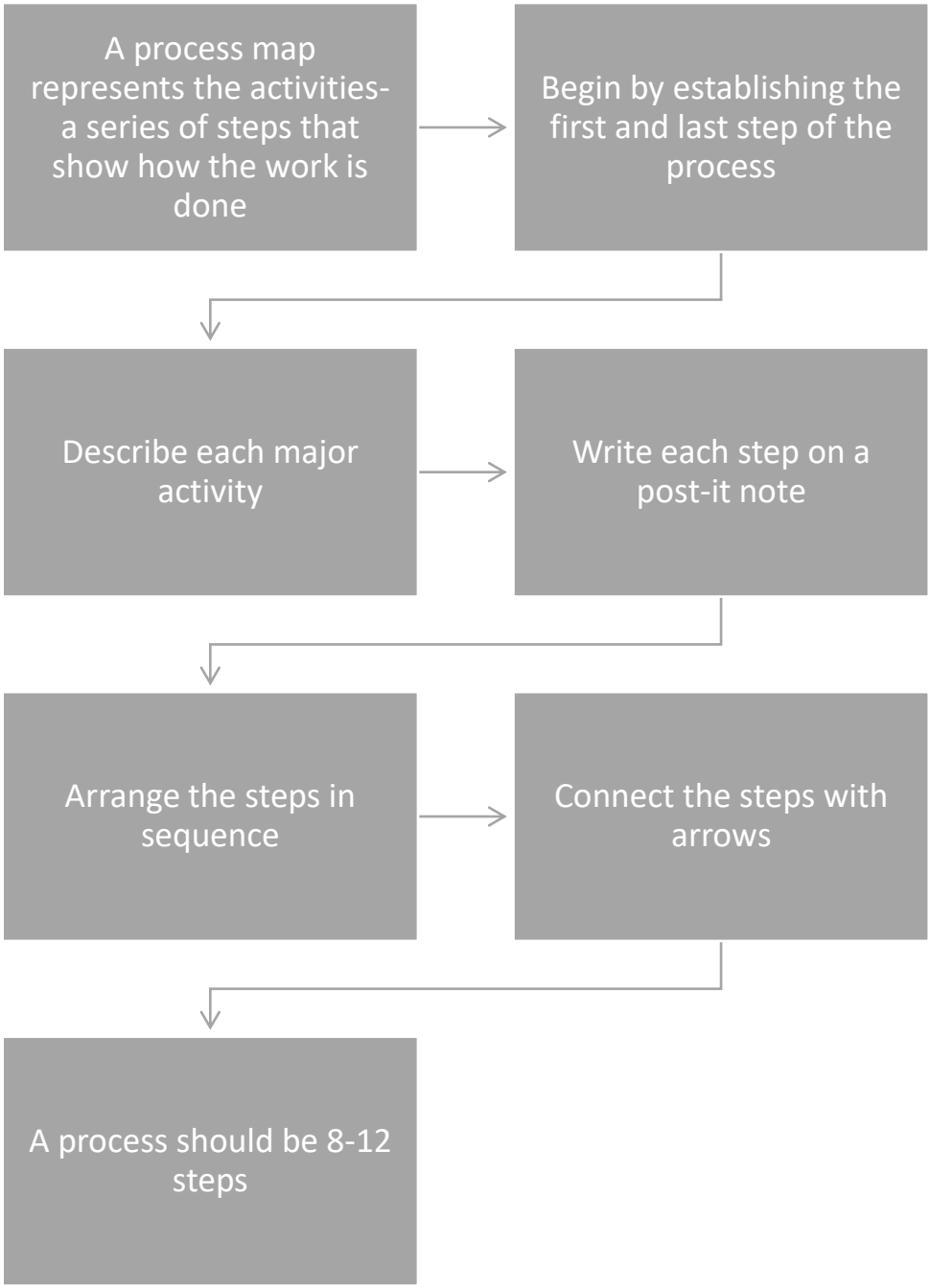
3. Collect actual data

Metrics	Target Value	Day 1	Day 2	Day 3	Day 4	Day 5
Cycle time						
No of defects						
Number of files processed						

Metrics	Target Value	Day 6	Day 7	Day 8	Day 9	Day 10
Cycle time						
No of defects						
Number of files processed						


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

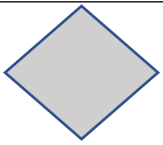


Do not get lost in the details!

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

Types of Flow chart

- Linear flowchart
- Integrated flowchart

Symbol	Name	Function
	Start/End	An oval represents a start/ end point
	Arrows	A line is a connector showing relationships
	Input/output	A parallelogram represents input/ output
	Process	A rectangle represents a process
	Decision	A diamond represents a decision

Linear Flowchart

Flowchart

Integrated Flowchart

Role	Role	Role	Role

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

Suppliers	Input requirements	Process	Output Requirements	Customer
Process steps				

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

3. Compute performance baseline

Identify the key process measures

Align the voice of customer with the process measures

Set the performance targets

Start data collection to measure efficiency of process

4. Determine the list of process measures/ VoC/ Data to be collected

Key Process measures (Data to be collected)	
Key Performance Target(s)	
Voice of Customer (VoC)	
Date	

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

5. Start Data collection

Metrics	Target Value	Day 1	Day 2	Day 3	Day 4	Day 5

Metrics	Target Value	Day 6	Day 7	Day 8	Day 9	Day 10

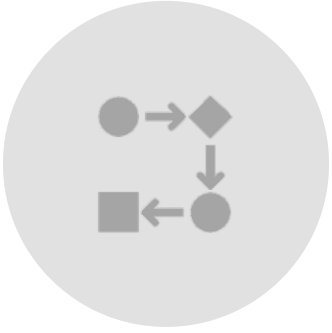
Tips and hints for Data collection

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

6. Identify any gaps

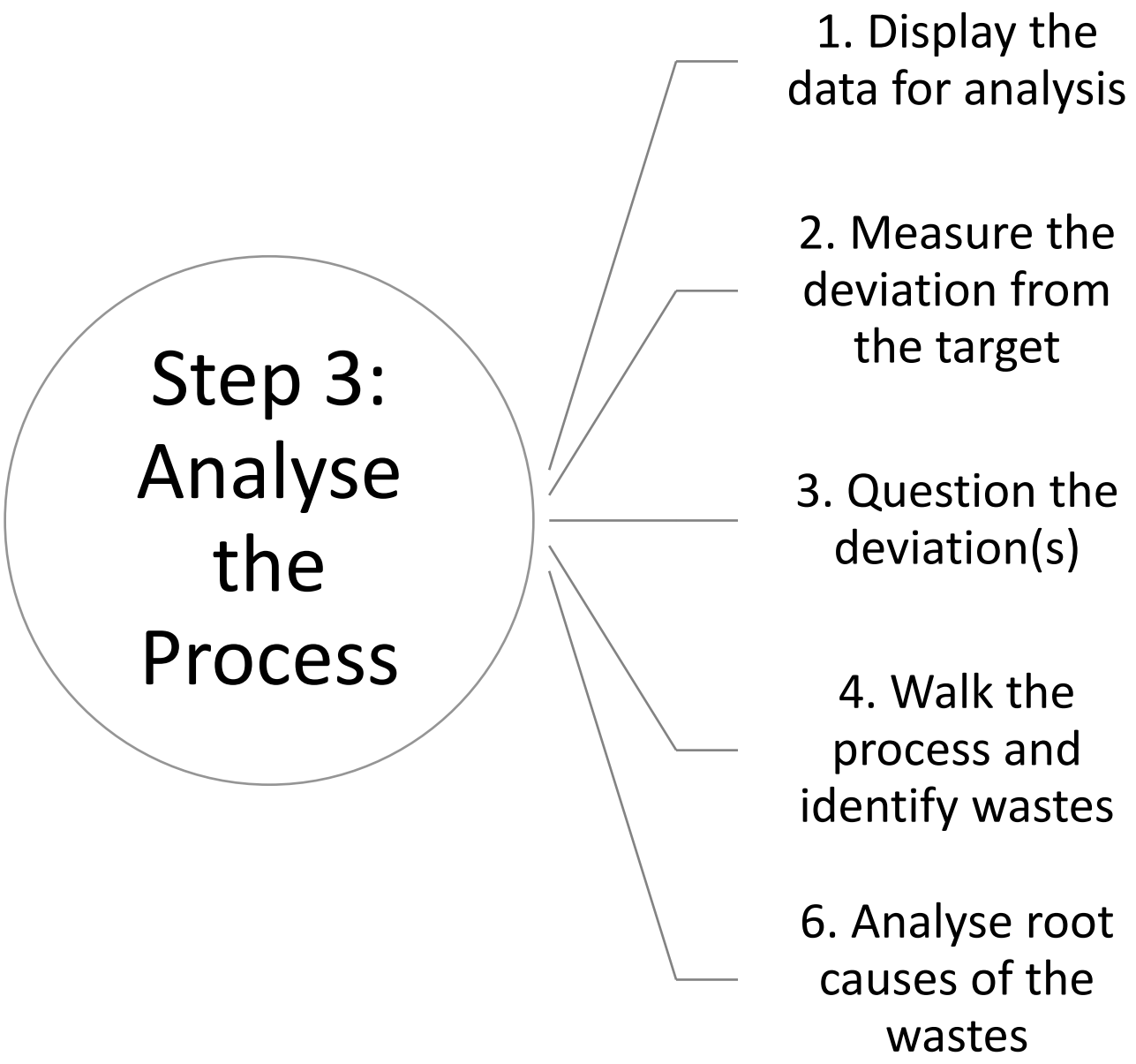
DOES THE DATA TELL YOU HOW HAVE YOU BEEN PERFORMING?

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 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

2. Display the data using the most appropriate graph or method

Line graph

A bar graph

A pie chart

Histogram

Pareto chart

Scatter diagram

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

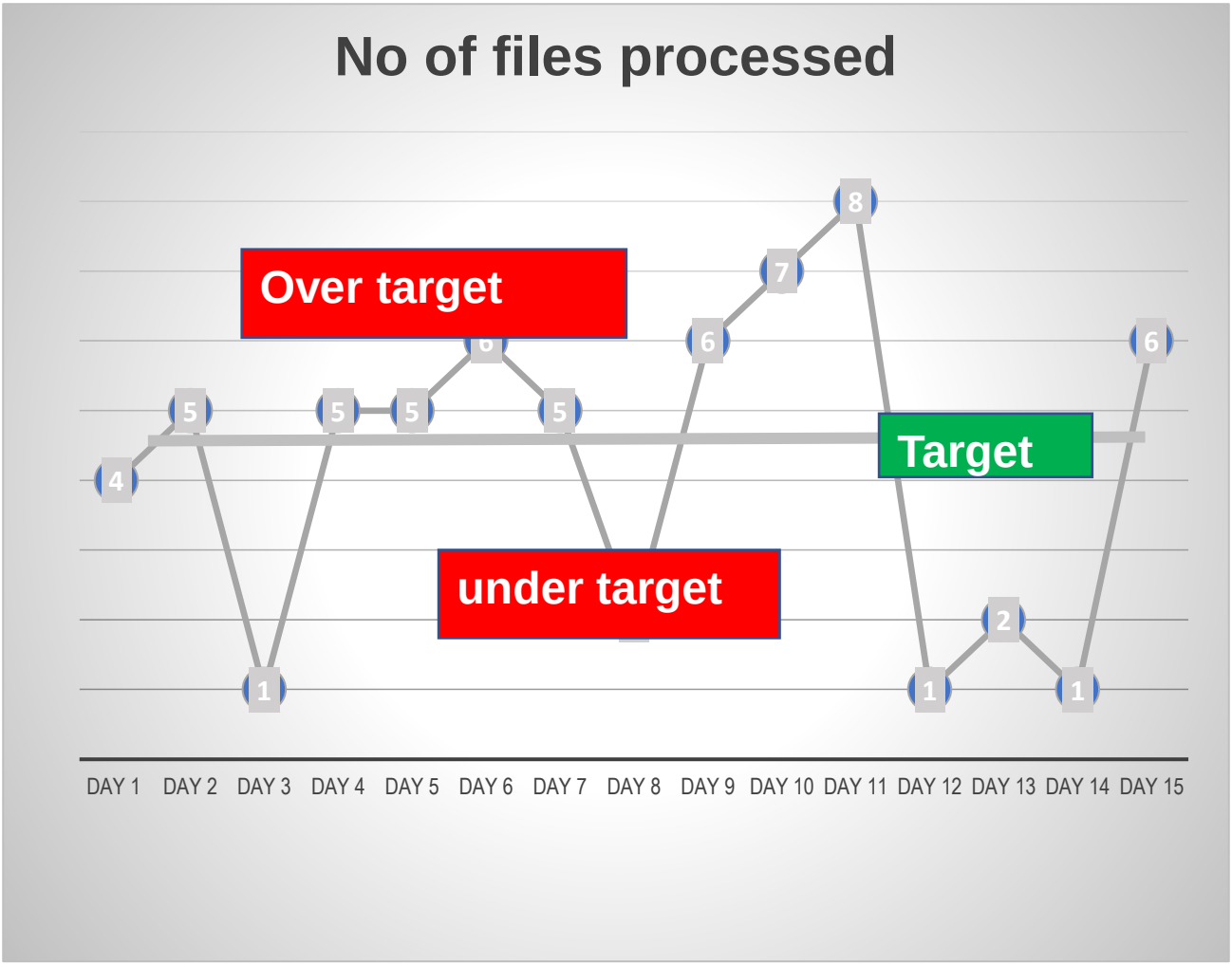
We want at least 40 files per day

Output Metrics- Cycle time		Status
Target	**Actual**	**Variance**
3	2.5	-0.5
Output Metrics-Error Rate		**Status**
Target	**Actual**	**Variance**
1	2	1
Output Metrics-Productivity per person		**Status**
Target	**Actual**	**Variance**
40	35	-5

Colour code

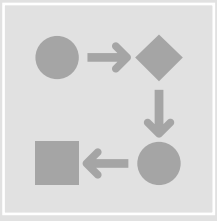
Red
Amber
Green

Plot or highlight any deviation from the performance using colour coding



3. Question if the data enables you to

Identify if there is a change in the process data?



Identify if there is too much of variation in the process?

Question if the data shows over target or under target and ask WHY?

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

Waste identification

Process Steps	Process details	D	O	W	N	T	I	M	E
1			✓					✓	✓
2					✓		✓	✓	✓
3									
4									
5						✓			
6			✓						
7		✓							
8						✓			
9								✓	✓
10					✓				

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.

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.

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.

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.

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.

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.

Excessive Processing as a waste

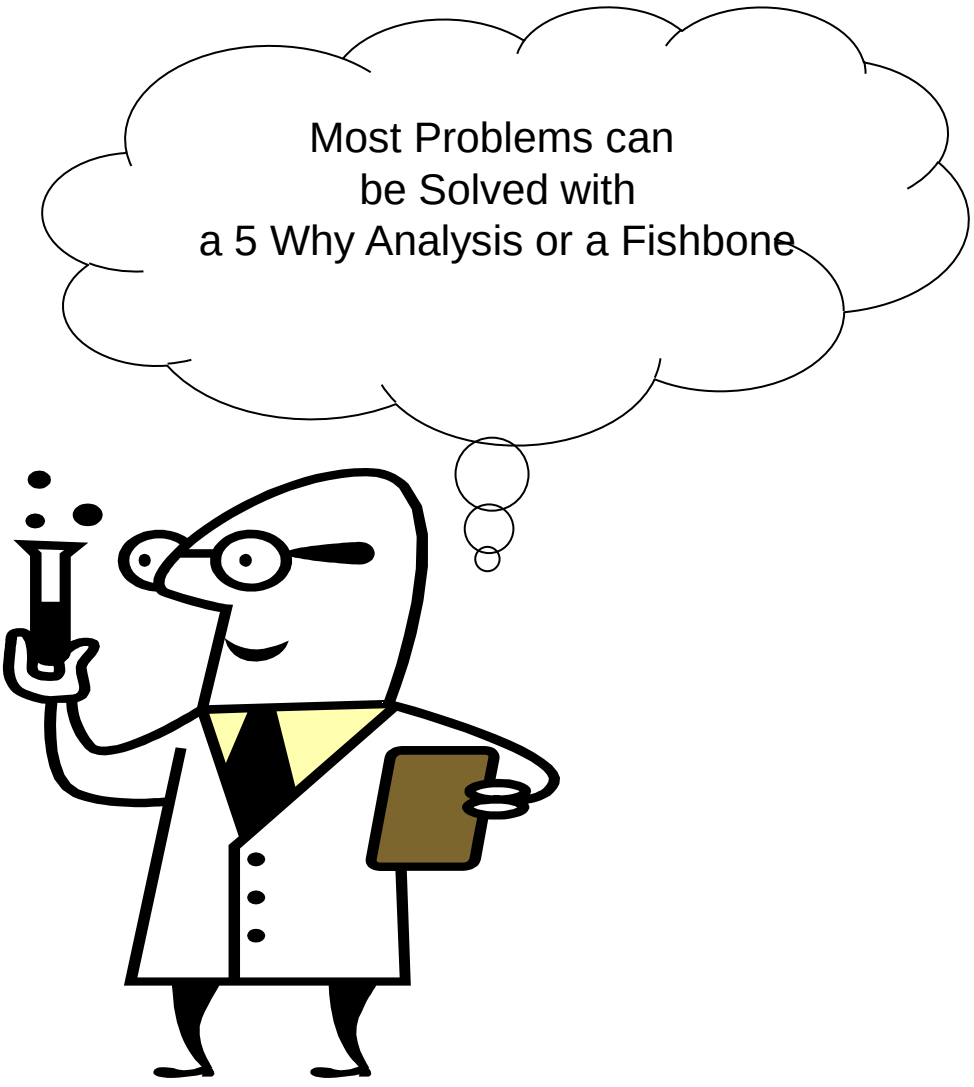
"Adding more than what the customer needs"

Example: hand off approvals, too many reviews etc…

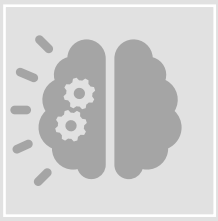
Tips: To eliminate this type of waste:

- 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



Analyse the root cause of the problem



Brainstorming

Fish Bone Diagram

5 Whys

Brainstorming Technique

Open idea generation (Rapid fire)

Silent idea generation (using post it notes)

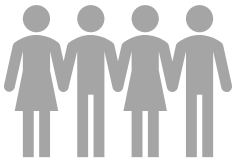
Structured idea generation (Categorise using the cause and effect)

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

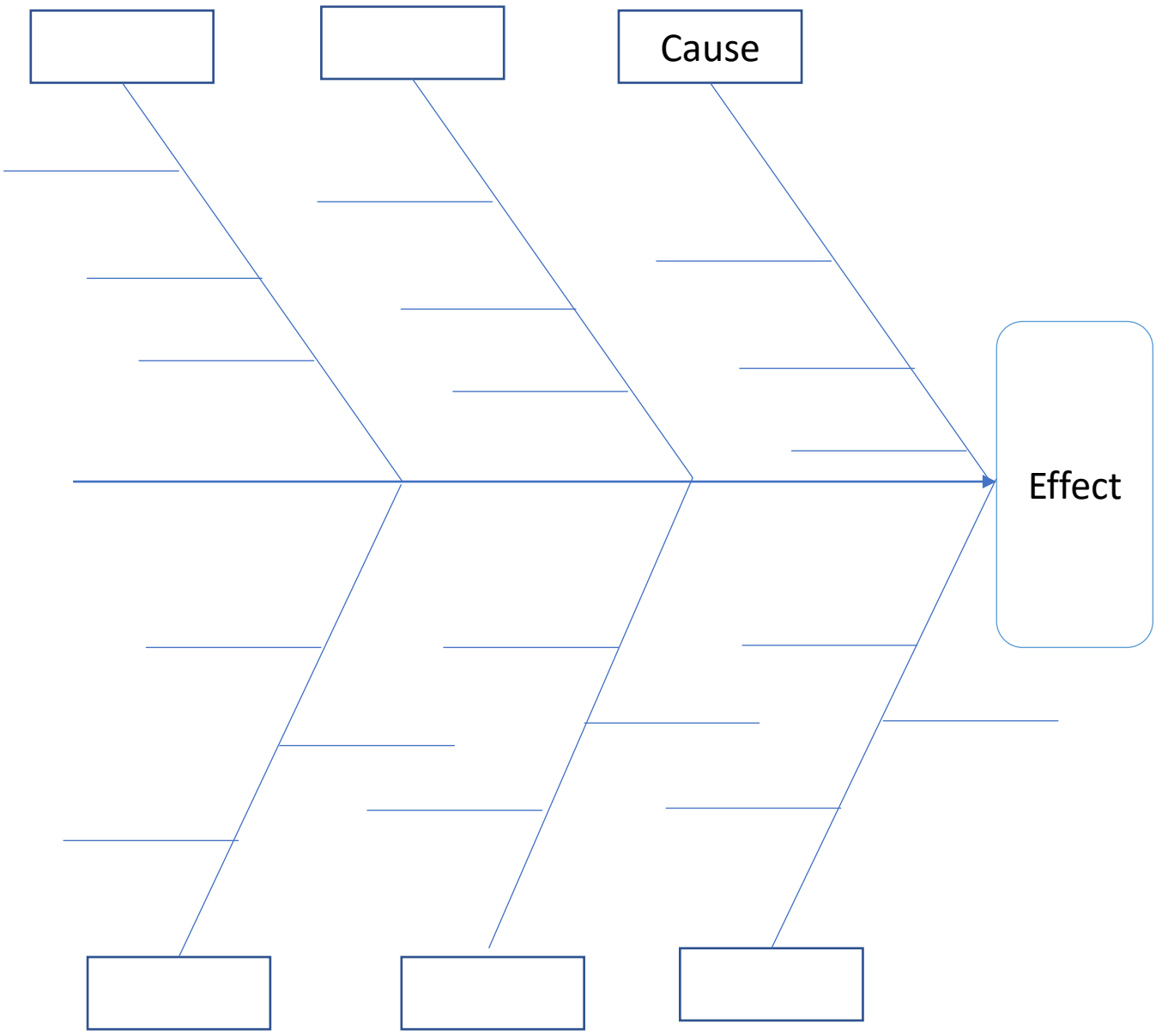


Get everyone involved in a team

Cause and Effect Diagram

Define	Define the problem clearly
Decide on	Decide on the main cause categories
Generate	Generate ideas for each cause
Record	Record the ideas on a cause and effect diagram
Clarify	Clarify the meaning of each idea
Display	Display the diagram and encourage the contribution from others

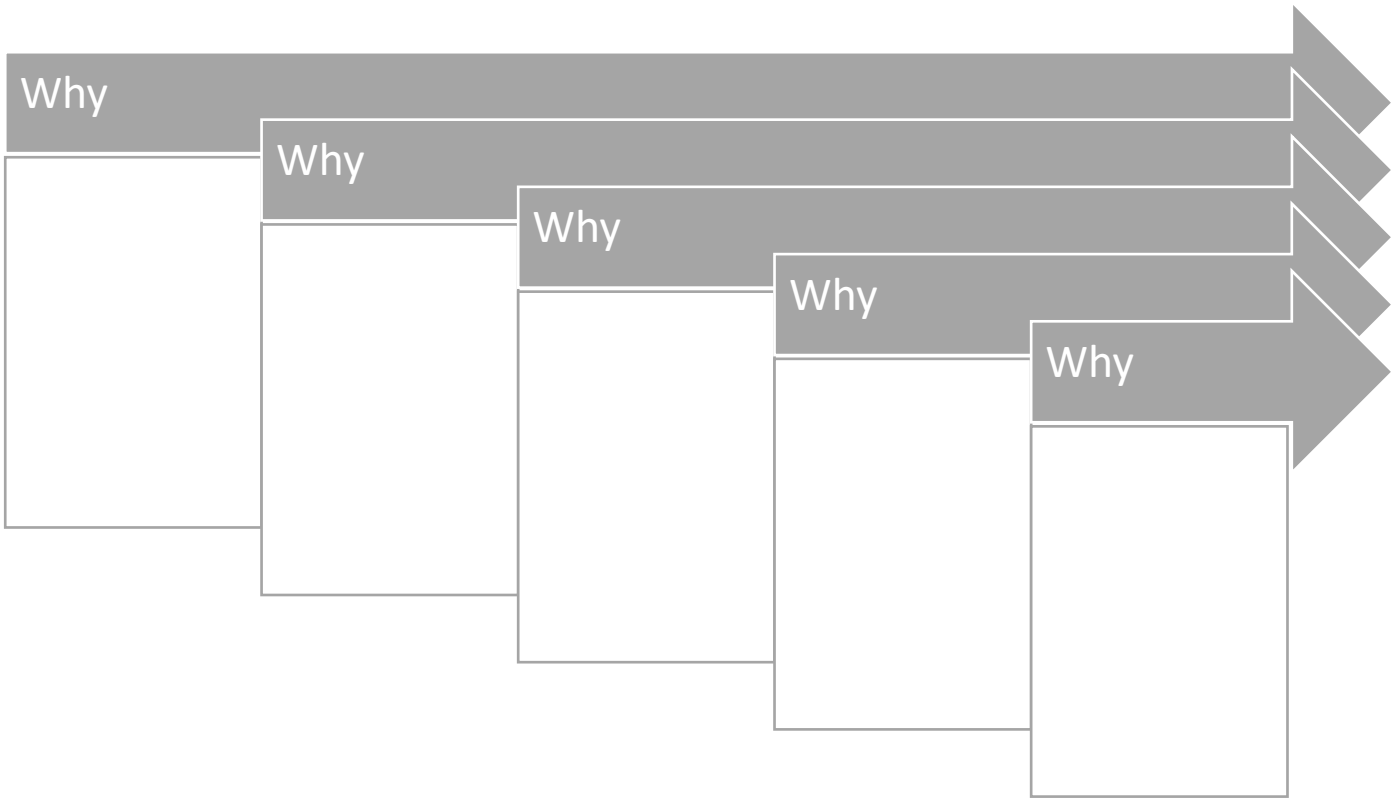
Cause and Effect Diagram



5 Whys

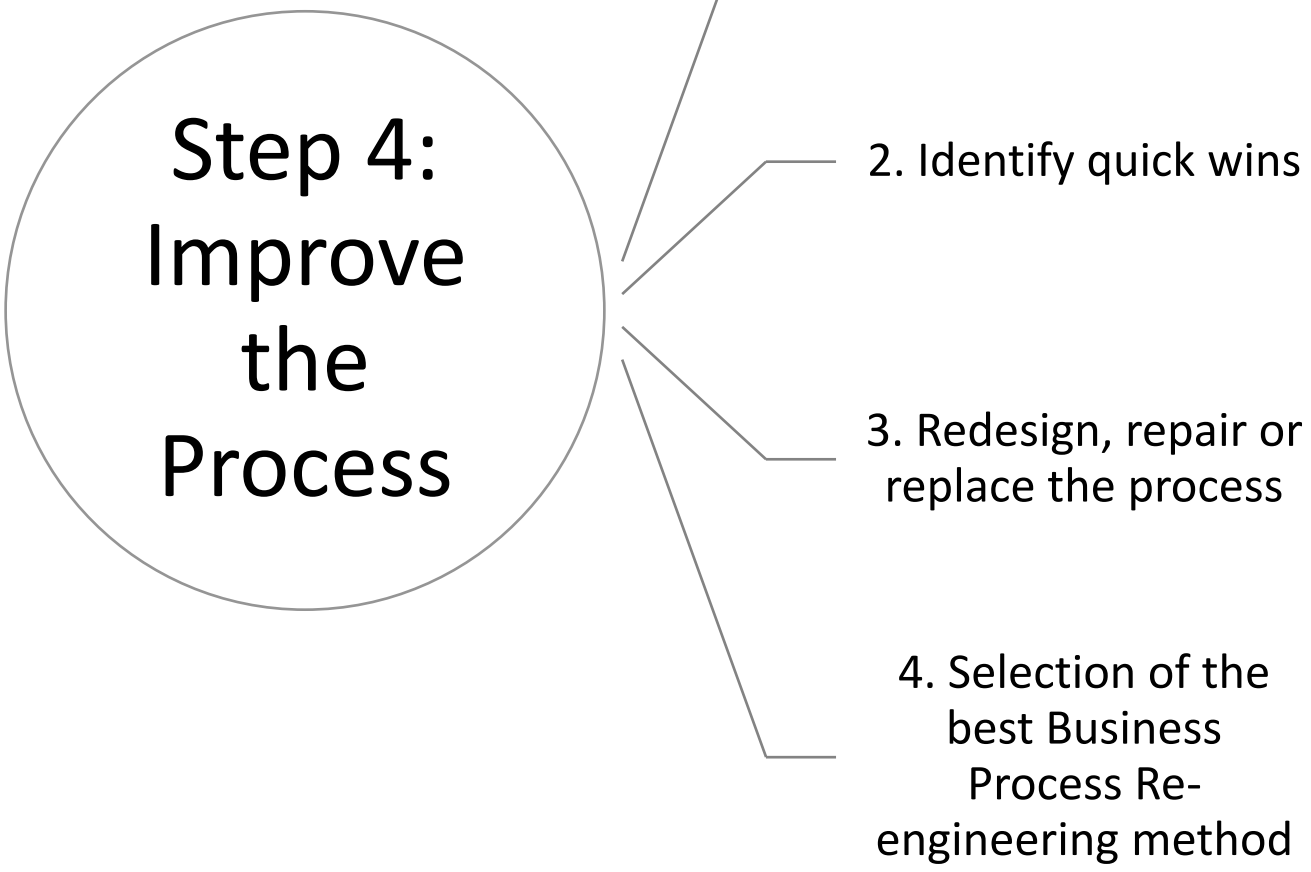
Define	Define a clear problem
Determine	Determine the direct cause of the problem
Ask	Ask “Why does direct cause occur?”
Investigate and find	Investigate and find cause A
Ask	Ask “Why does cause A happen?”
Repeat	Repeat until you reach the root cause

5 Whys

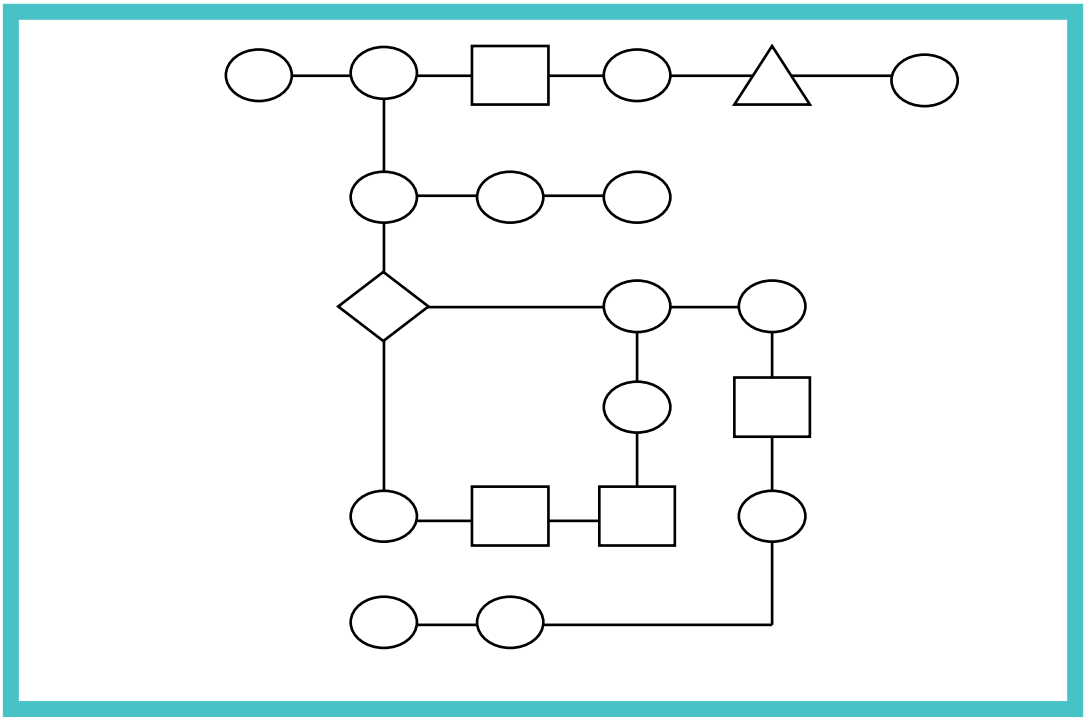


6. Finalise the possible root causes Example

Process	Actual Scenario	Problem Identified	Possible Root Cause
Loan processing	Clients Waiting for their turn	Officers at the reception busy with other clients	Same officer is handling complex loans and also cater for simple procedures leading to a high waiting time.


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

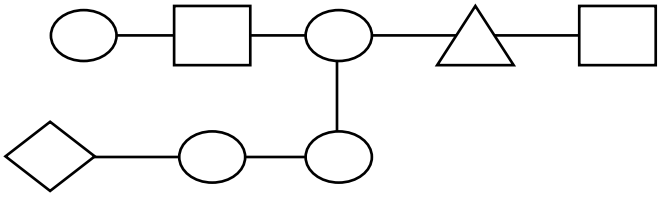
Map the “AS-IS” process



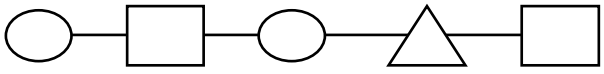
See **Part 3** of the manual for example

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

1. Value Stream Map to improve

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

Value Steam map to improve

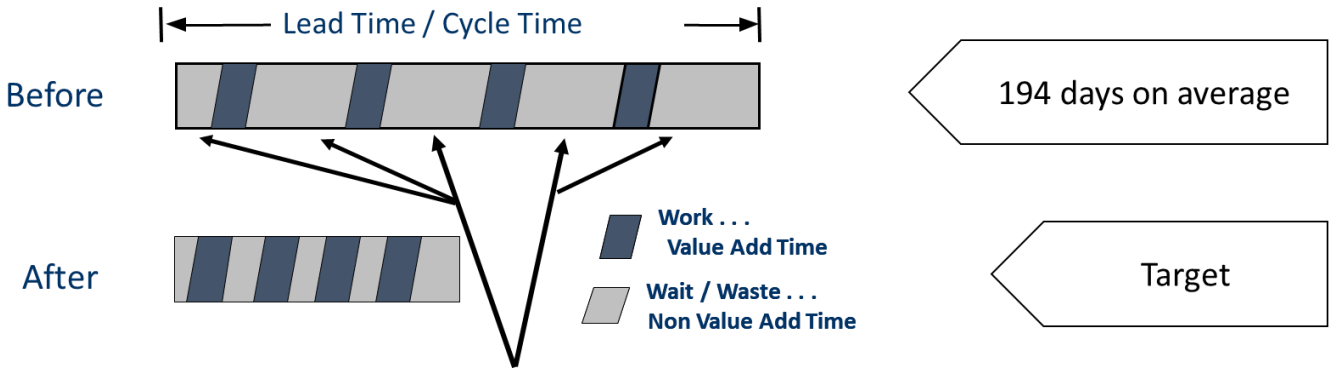
6. Identify the Value Added	Any Process that changes the nature/ shape/ characteristics of products/ services in line with customer requirements
7. Identify the Non Value Added	Does not add value but is unavoidable with the current technology/methods
8. Identify the Waste profile	All other meaningless non essential activities that can be eliminated
9. Improve the “As-is” process	Use improvement strategies to design the “To-be” process

Value Steam map to improve

% VA= Process Time x 100 %/ Lead Time

Total lead time: TOTAL time taken from end to end

Time in queue= Inventory x actual cycle time



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

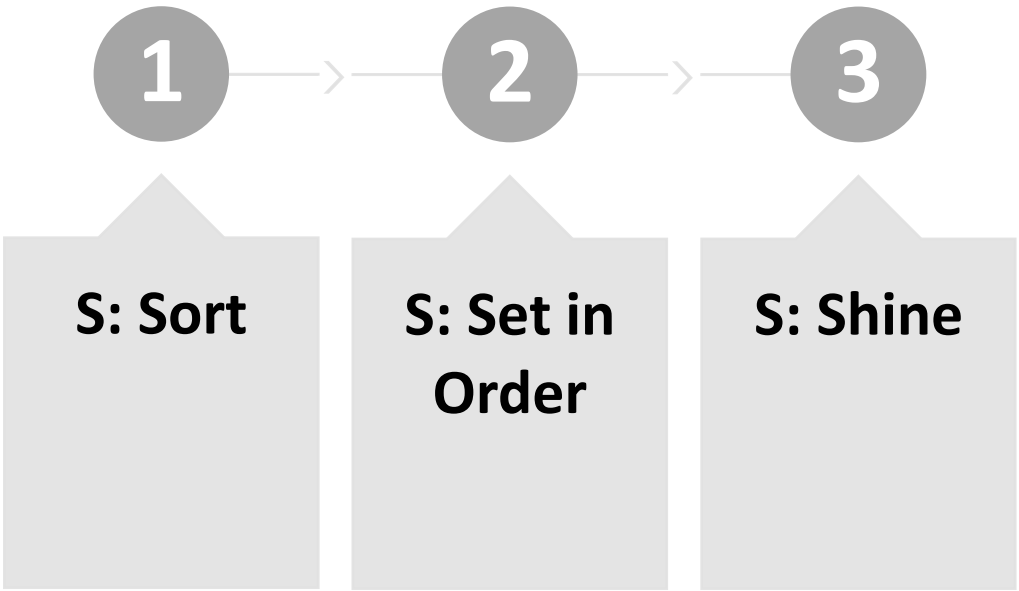
2. Identify some Quick Wins to improve

Waste identified	Potential Solution	Criteria			

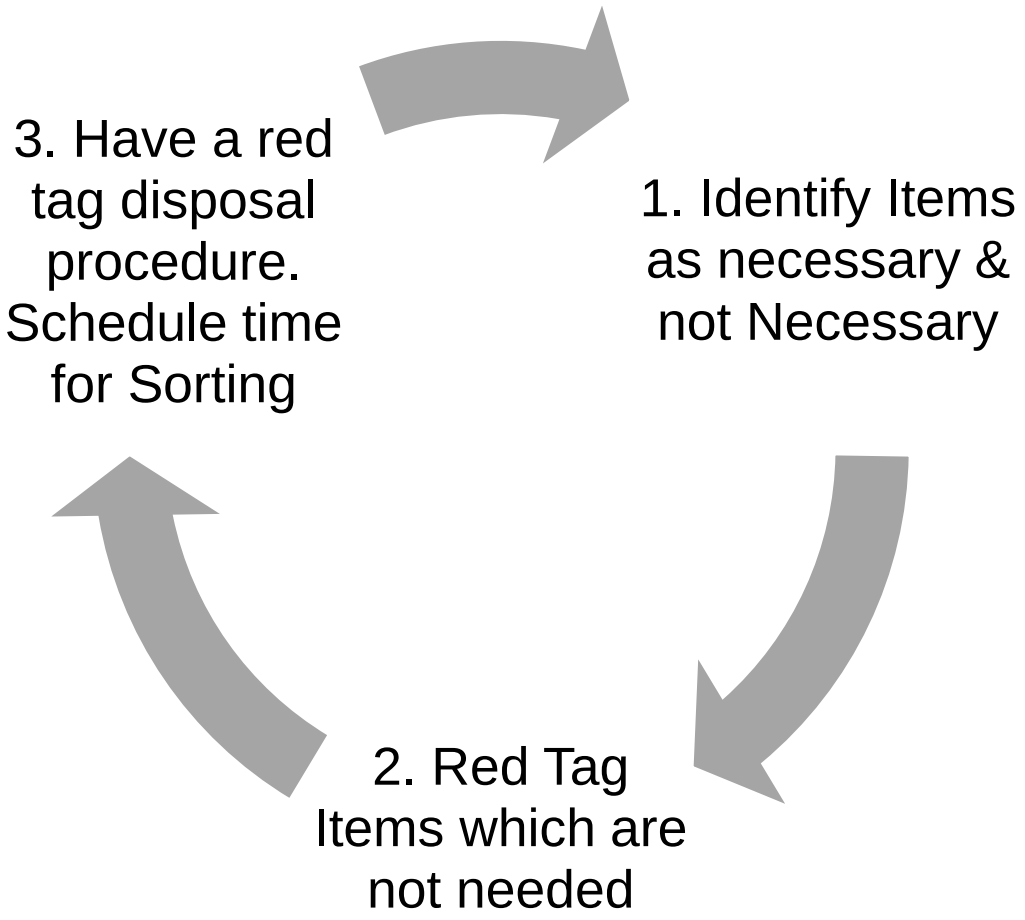
Selection of Quick Wins to improve

Waste identified	Potential solution	Takes Less than 1 week	Costs less than x MRU	Is reversible	Within team scope to solve
W1	Potential solution 1	✓	X	✓	X
	Potential solution 2	✓	✓	✓	✓
W2	Potential solution 1	X	X	✓	X
	Potential solution 2	X	X	✓	X
W3	Potential solution 1	✓	X	X	X
	Potential solution 2	X	X	X	X

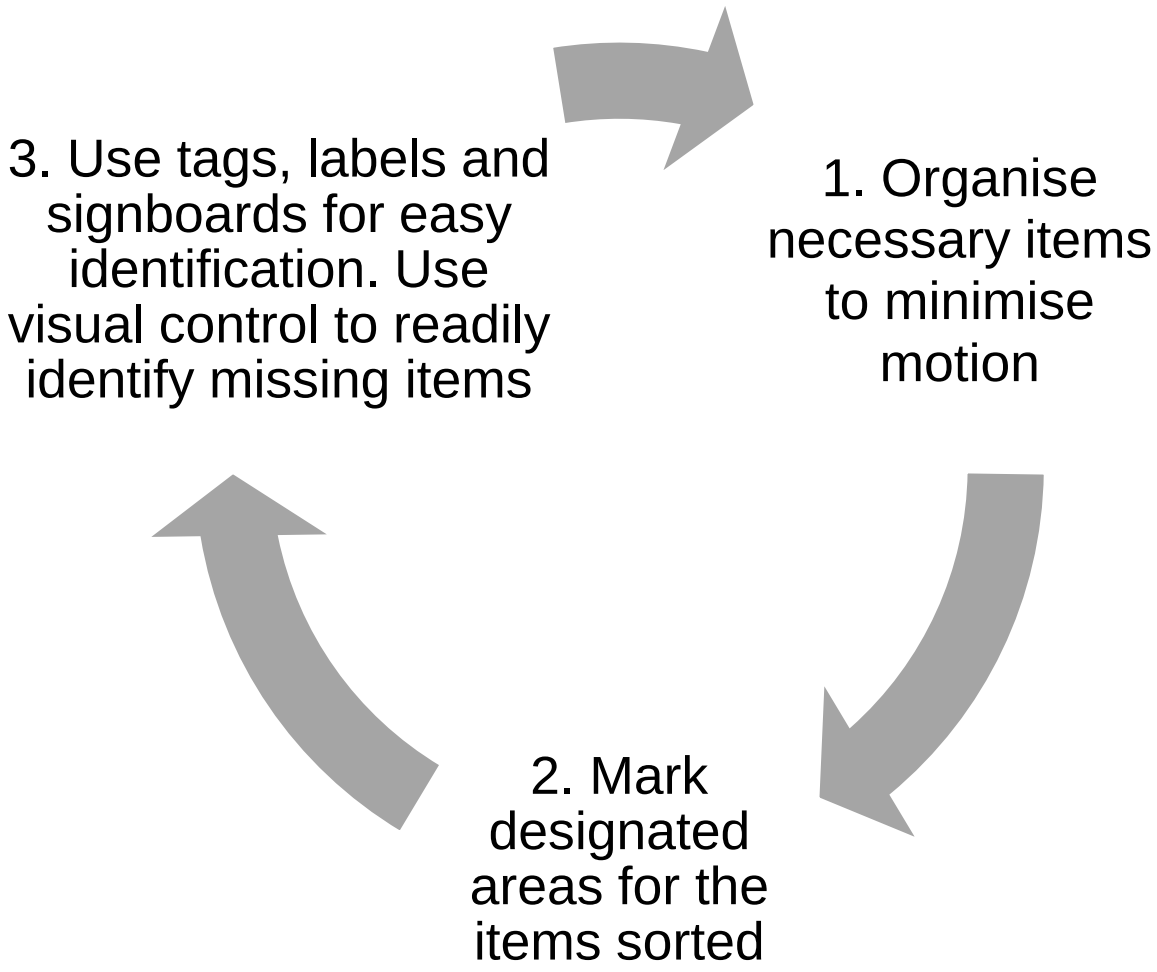
3S as an improvement strategy



3S for better workplace organisation- Sort



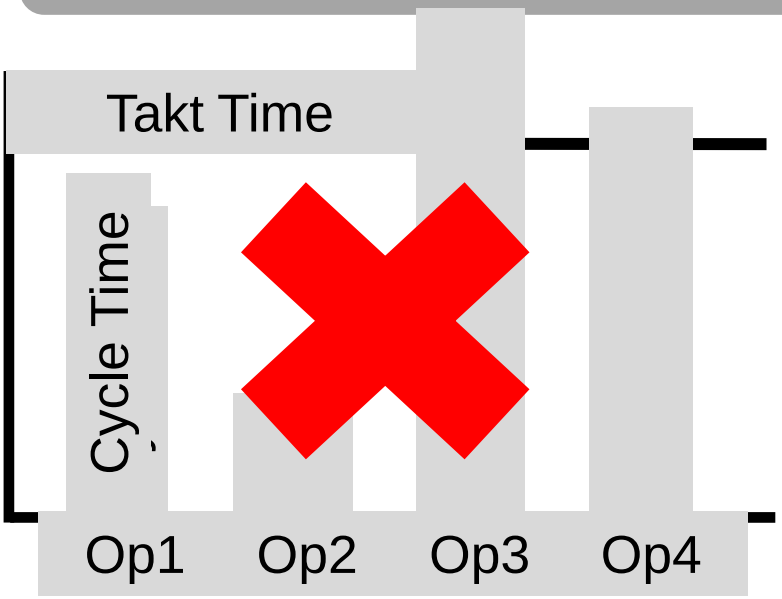
3S for better workplace organisation- Set in Order



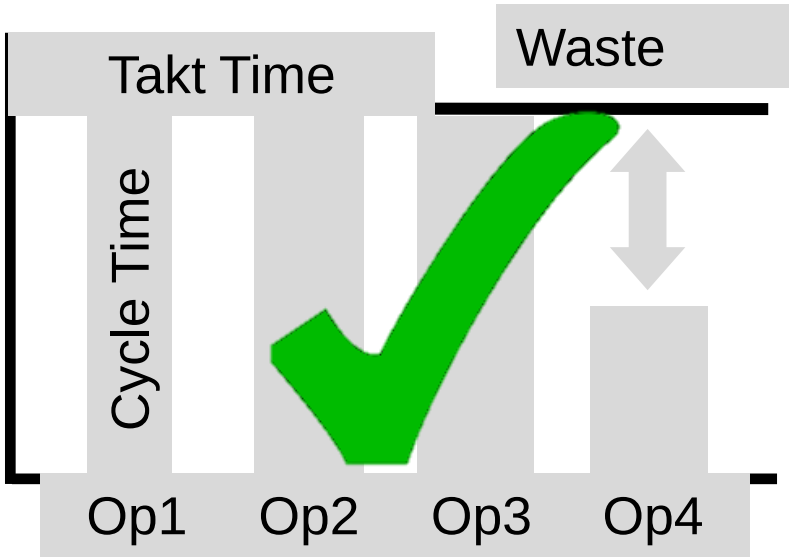
3S for better workplace organisation- Shine

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.



3. Repair/ Redesign or Replace the process

Remove

Reduce

Replace

Re-order

Re-Deploy

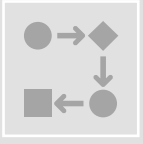
5Rs as an improvement Strategy

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?

5Rs as an improvement Strategy Example

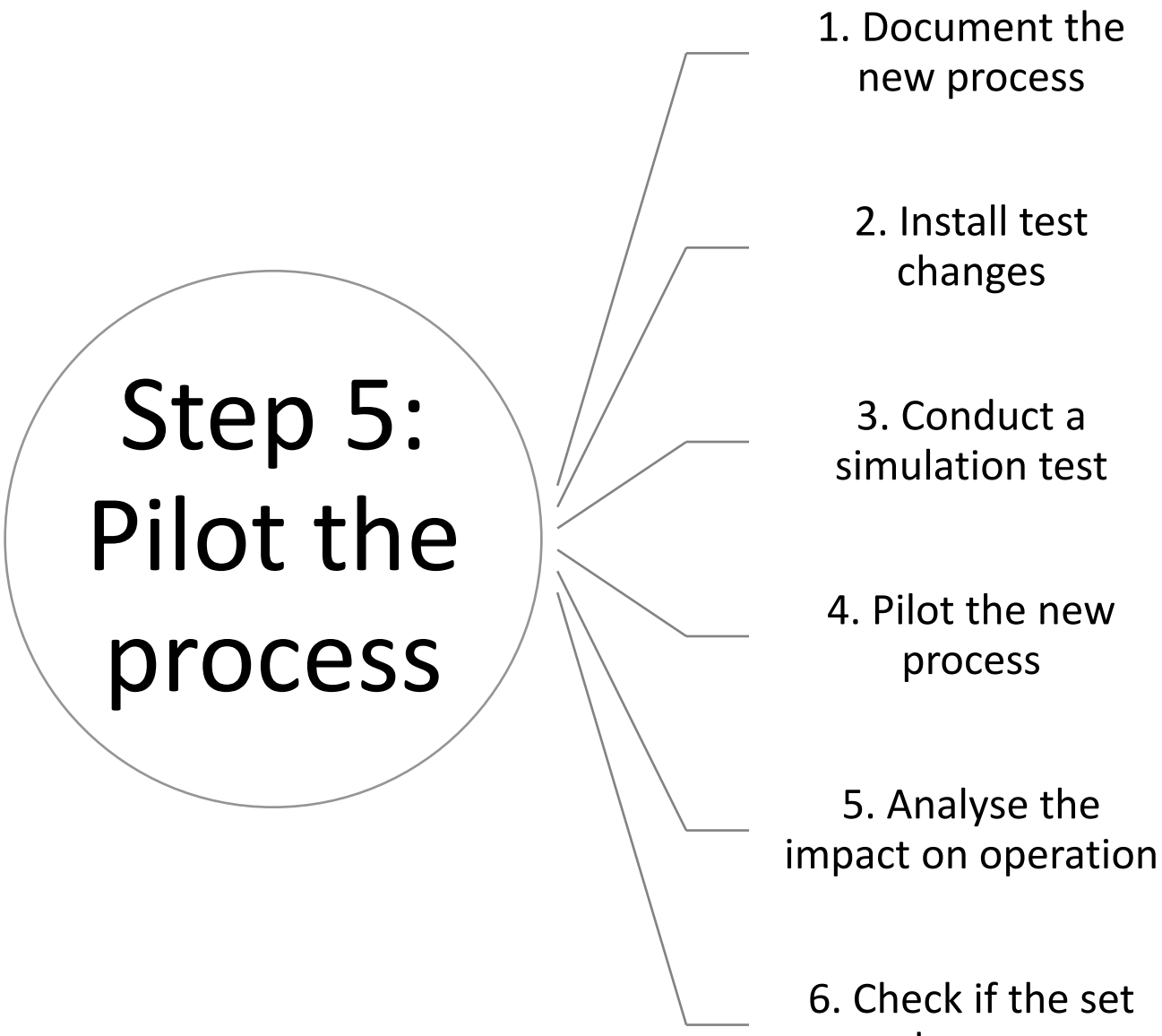
Process activity	Remove ?	Reduce ?	Replace ?	Reorder ?	Redeploy ?
Clients request for information physically at the counter and then come on another day to apply for the loan	**Yes can remove**	**X**	**Replaced by an online portal to provide standard information**	**X**	**X**

4. Selecting the best Business Process Re-engineering Method

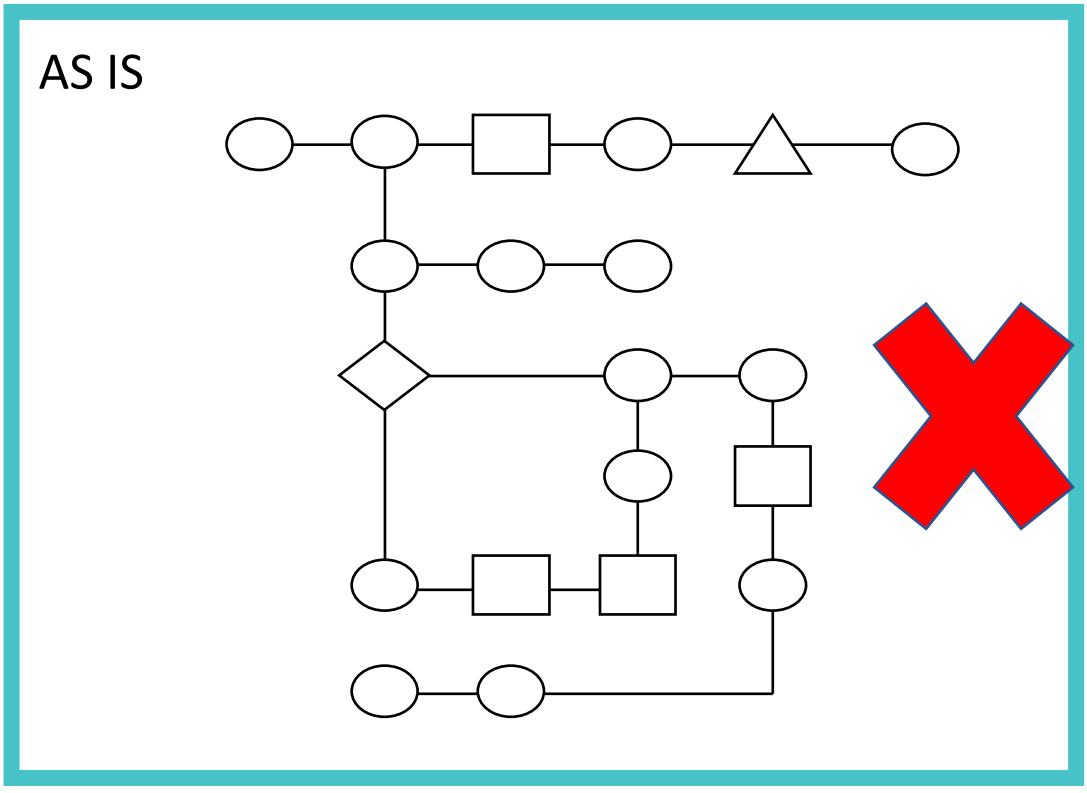
1. **Repair the process:** This strategy is best suitable for handling processes involving minor customer complaints, occasional failure to meet stated targets or improvements needed merely to keep pace with, for example, new Human Resource policies.
2. **Redesign the process**: This means the process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

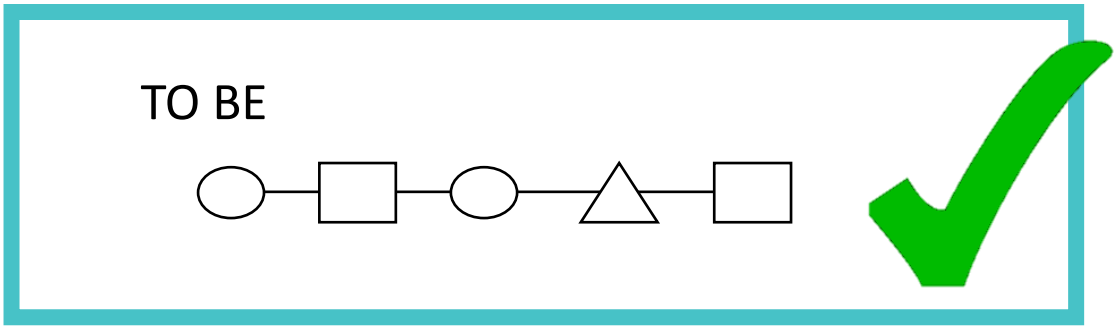
Selecting the best BPR Method

BPR Method	Impact	Effort	Cost
Repair			
Re design			
Replace			

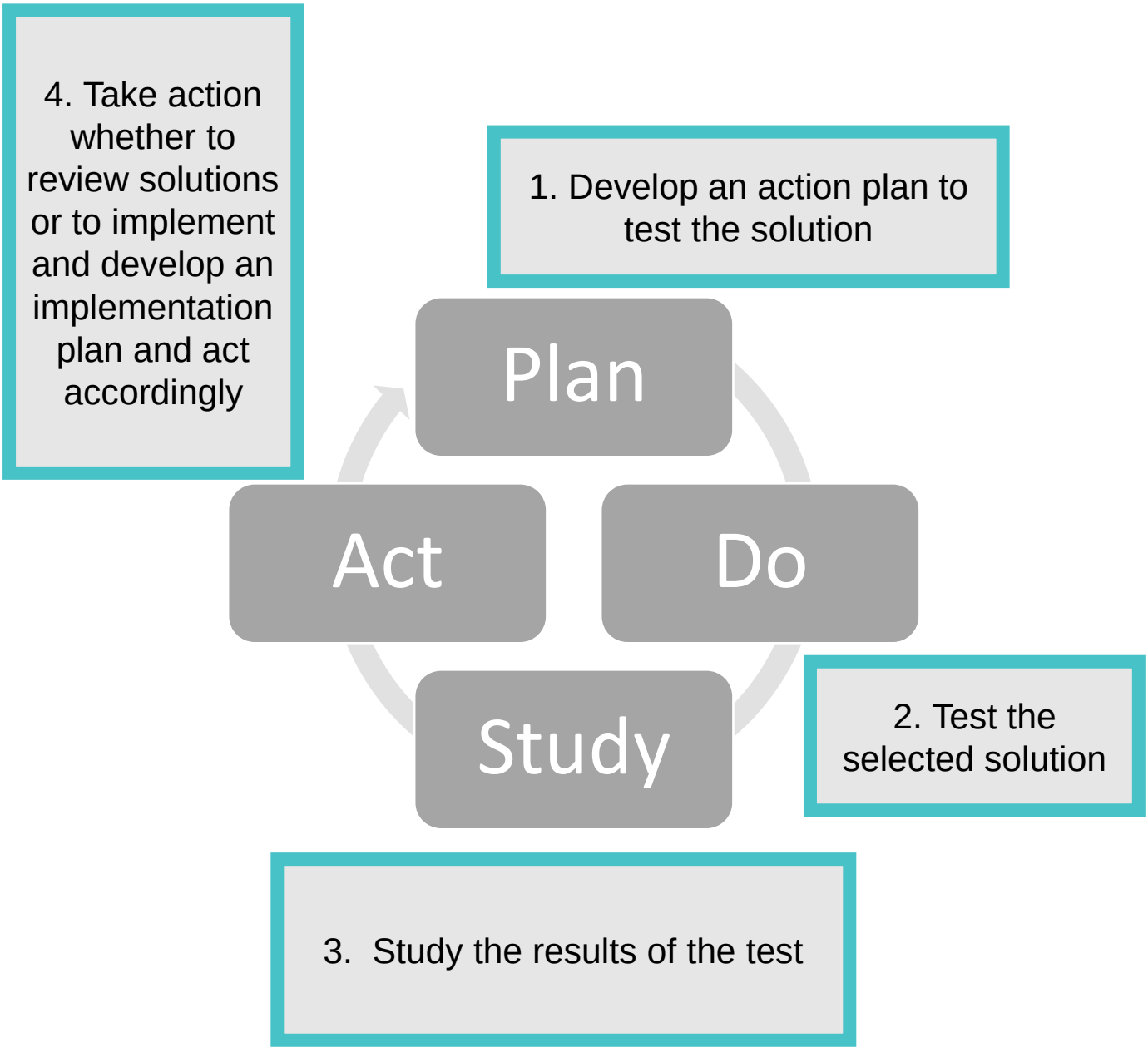

Step 5: Pilot the process
1. Document the new process
2. Install test changes
3. Conduct a simulation test
4. Pilot the new process
5. Analyse the impact on operation
6. Check if the set goals are met

1. Document the new process using flow charts and RACI

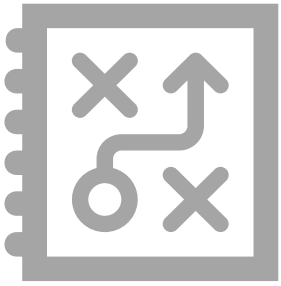




2. Install test changes using PDSA



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.

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

Test Plan (Example)

Solution	Test number	How to conduct the test?	Who will conduct the test?	When will the test be conducted ?
Use of an online portal to provide information	1	Design a minimum viable product (MVP) of the online portal for tests	1. Developers 2. A sample of employees of the customer service team	May 2022

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

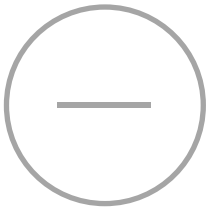
Make video of the products or services being served to the customers

Capture feedback from simulation test

Likes

Questions

Ideas



Criticism

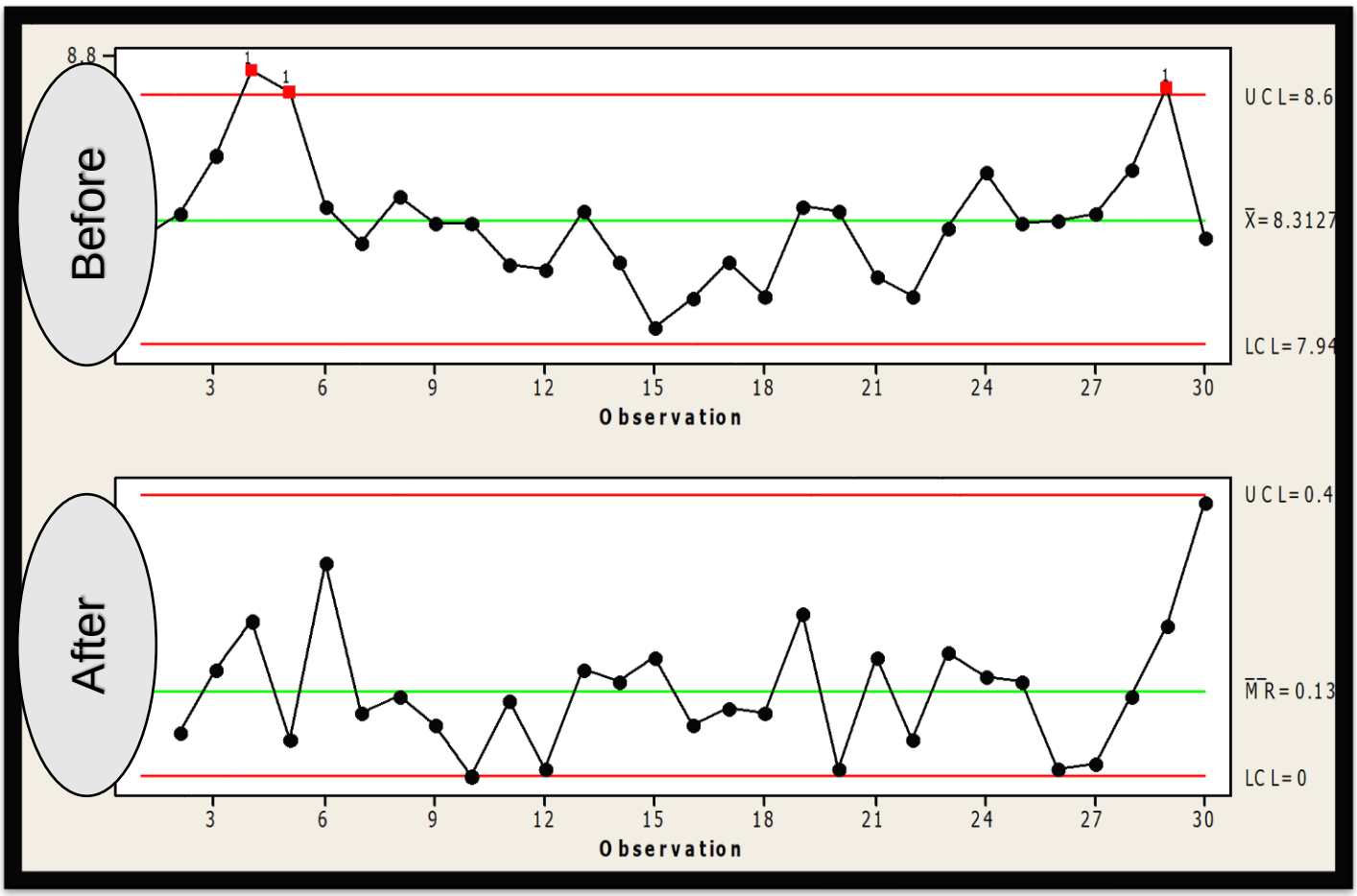
4. Pilot the new process and decide best process for implementation

Test/ process implemented	Expected Results	Actual Results	Action to be taken	Adapt?	Adopt?	Abandon?
Minimum Viable product for online portal	Provide minimum information and calculate the loan repayment amount within 2 mins	System latency- insufficient information provided Cycle time= 7 mins	Review information to be published on system Review infrastructure of portal	Can be adapted to better suit the clients	X	X

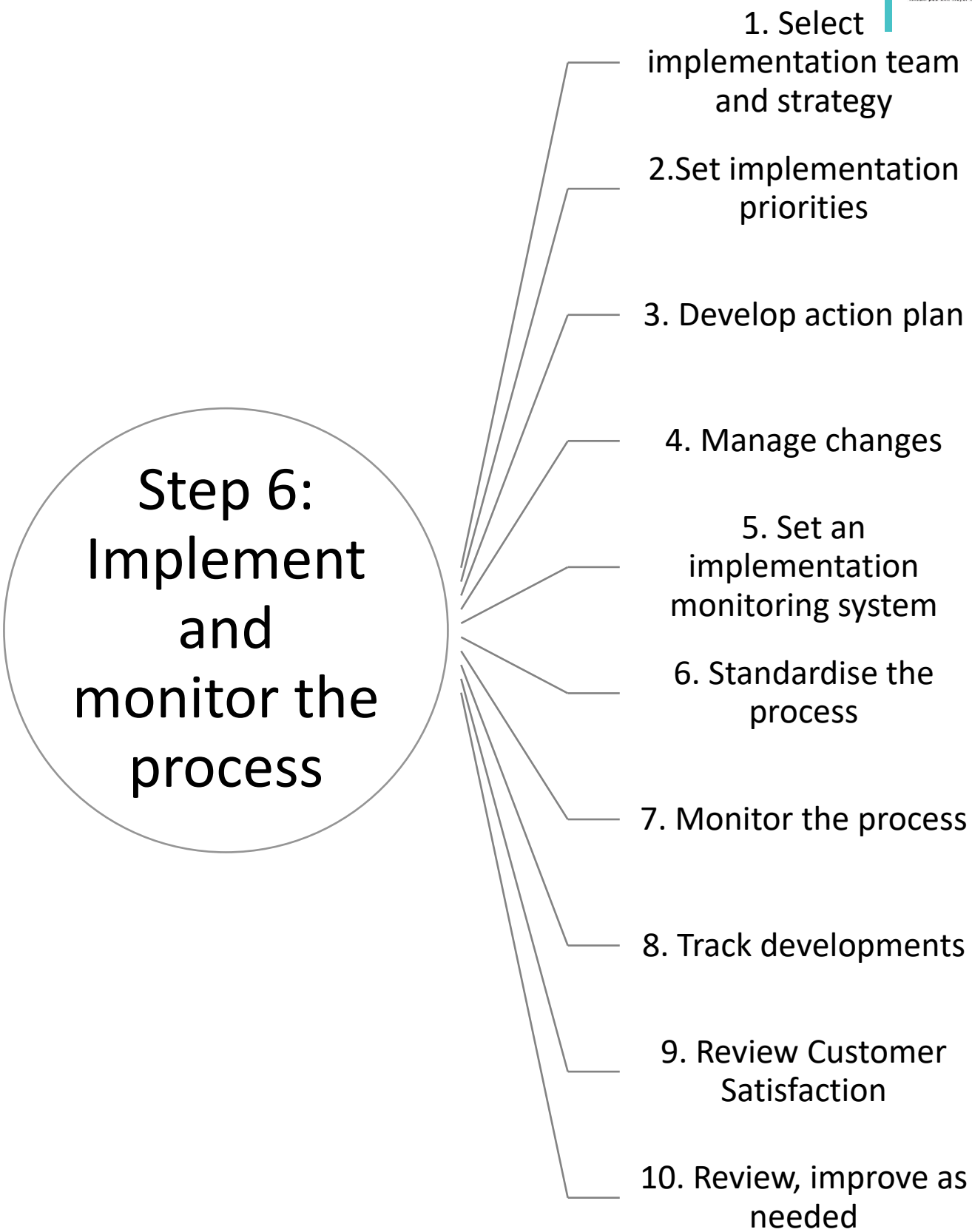
5. Analyse impact on operation

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

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

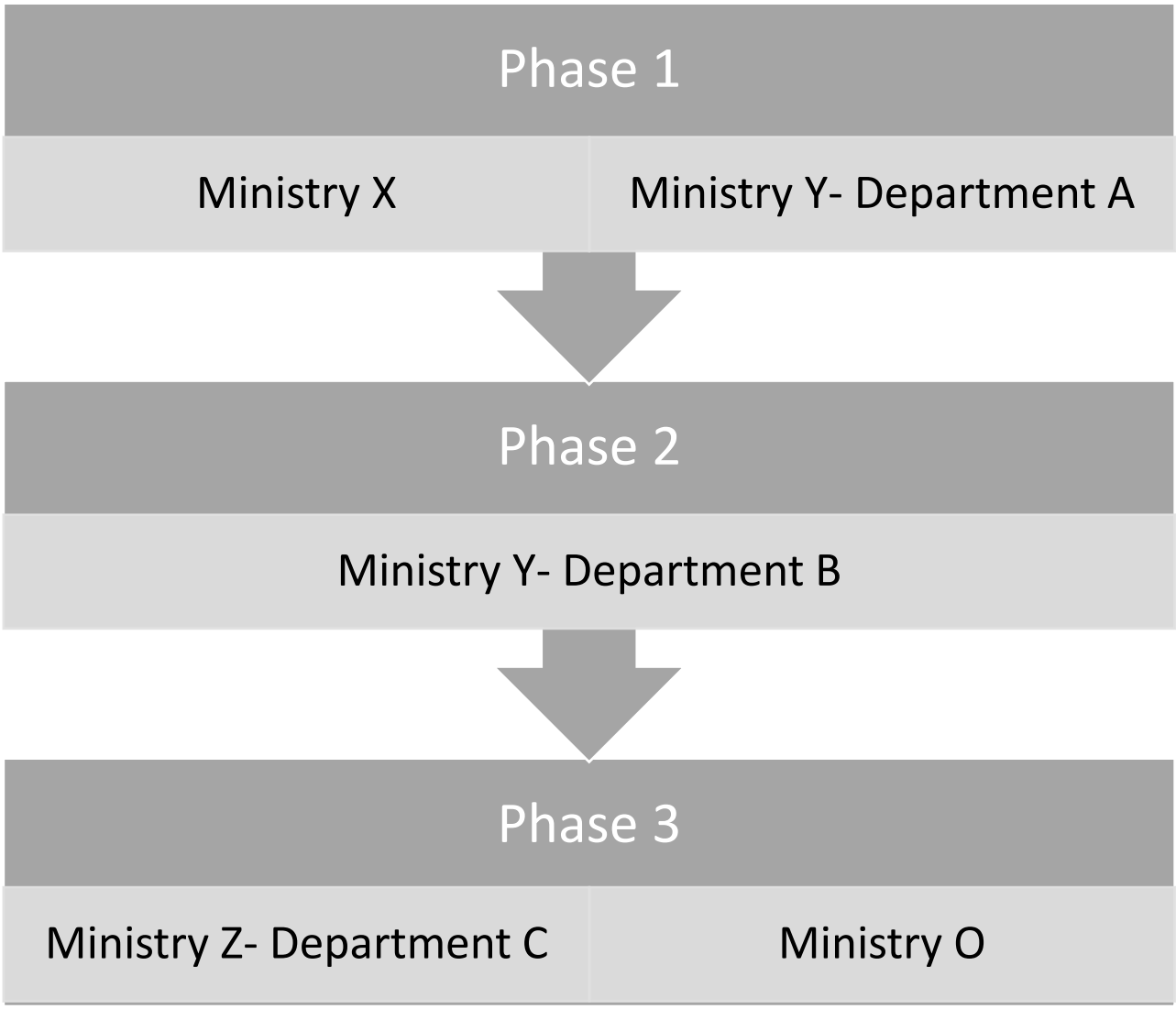
1. Selection of Implementation team and strategy using RACI Chart

S.No	Team	Name of team members	Role	Responsibility

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.



3. Develop Action Plan and Timeline of implementation

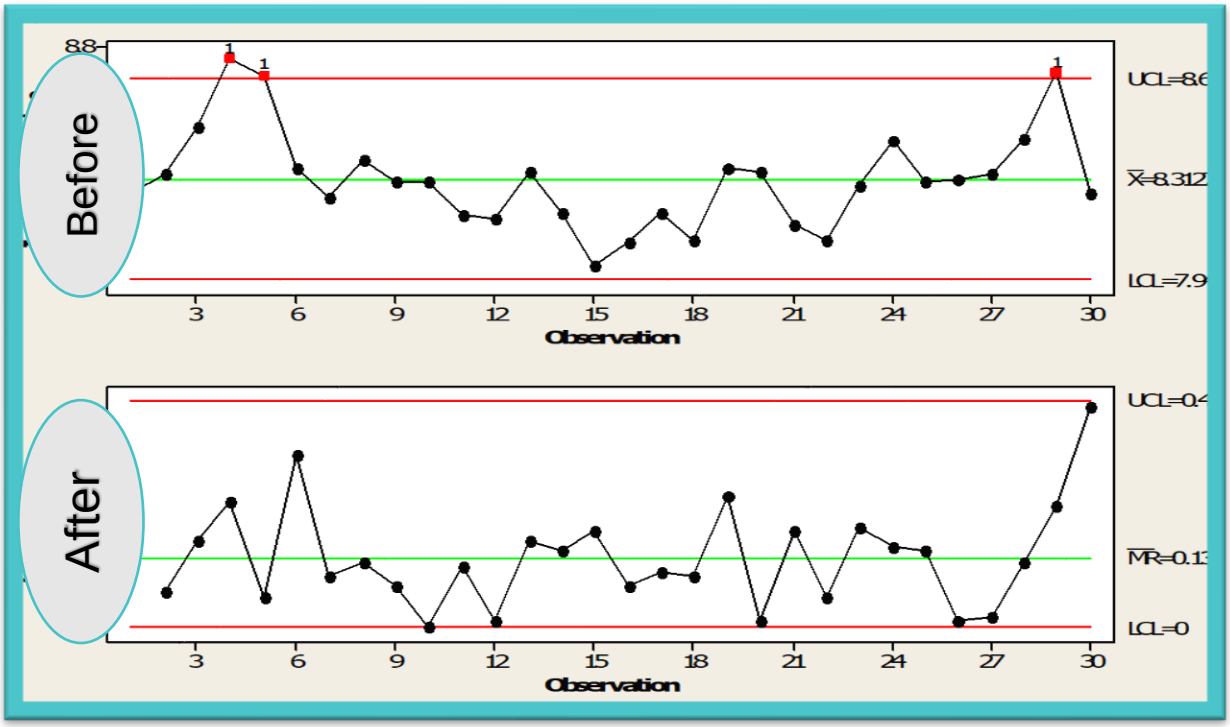
Phase	Milestone	Action to be Taken	Who				

4. Change Management Strategy

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

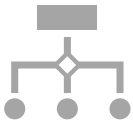
5. Implementation Monitoring System

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.

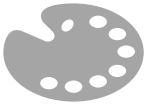


6. Standardise the Process

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

7. Monitor the process using visual boards

Sharing	Team information/photo/ seating arrangement	Sharing of information Process name/purpose
Complying	SOP/System map/SIPOC/	Charts/ graphs/ data
Controlling	Skill matrix	KPIs
Issues	Current problems/issues	Improvement action plan and actions

8. Track Developments Example

Plan	Results	Results comply?	Action Plan	Test?
Implementation of online portal	Reduced cycle time from 10 to 2 mins	Yes	Post implementation audit to be conducted in 3 months	Post implementation audit test

9. Review Customer Satisfaction

Customer satisfaction score

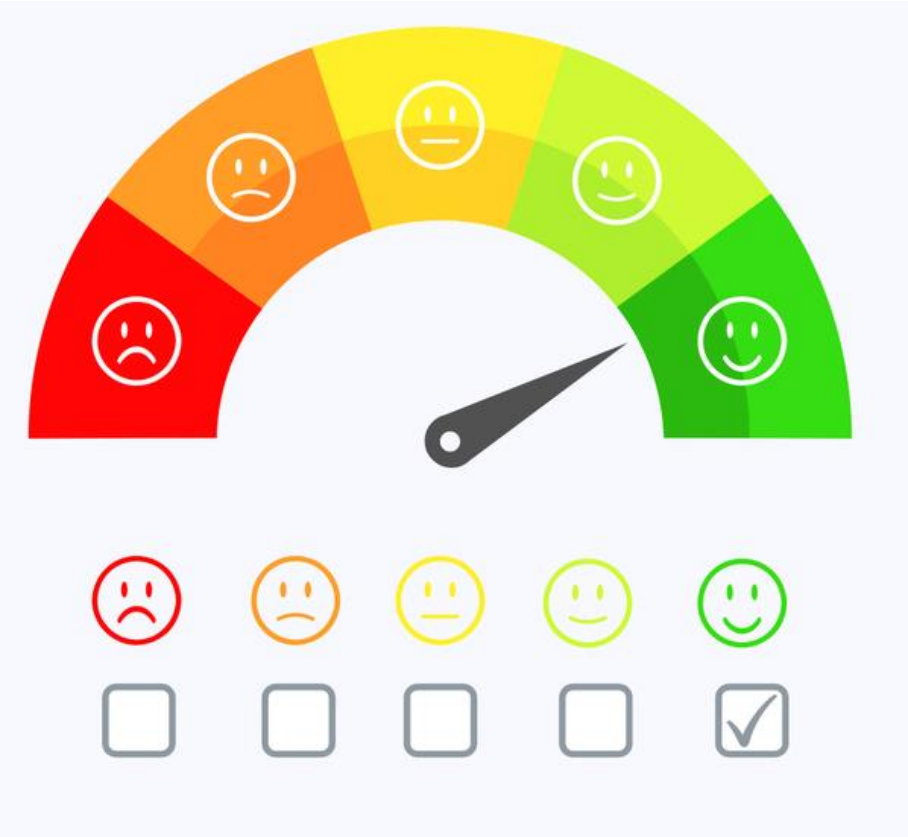
Number of customer complaints

Number of loyal customers (based on a points/fidelity system)

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

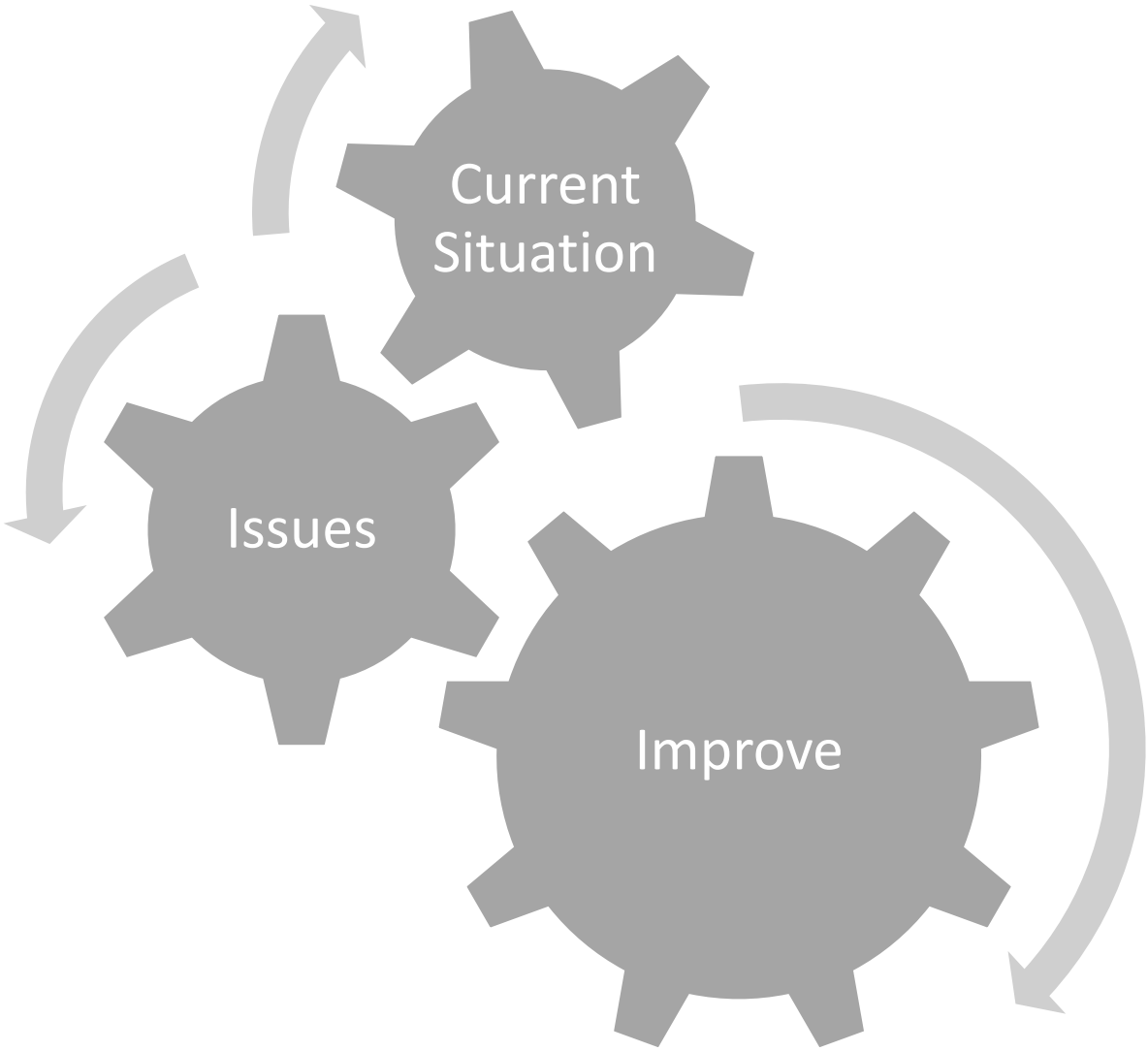
Number of page followers

Review Customer Satisfaction



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.



Tips and hints for successful implementation

Keep	Keep the pipeline full
Avoid	Avoid solo working
Choose	Choose important projects (Customer facing)
Fit	Fit projects into everyday business rather than an add on
Stop	Stop people from jumping to conclusions
Keep	Keep the momentum going