



Managing and Improving Work Processes

Course Manual



STATE CIVIL SERVICE
COMPREHENSIVE PUBLIC TRAINING PROGRAM

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MANAGING AND IMPROVING WORK PROCESSES

COURSE DESCRIPTION

MANAGING & IMPROVING WORK PROCESSES

This class examines how work processes impact work effectiveness. Participants will learn to assess and analyze work processes to determine areas for improvement, as well as how to apply a process improvement strategy to increase efficiency and effectiveness of current workplace processes. Skills learned in this class will be applicable to the management of any work process.

TRAINING HOURS: 6

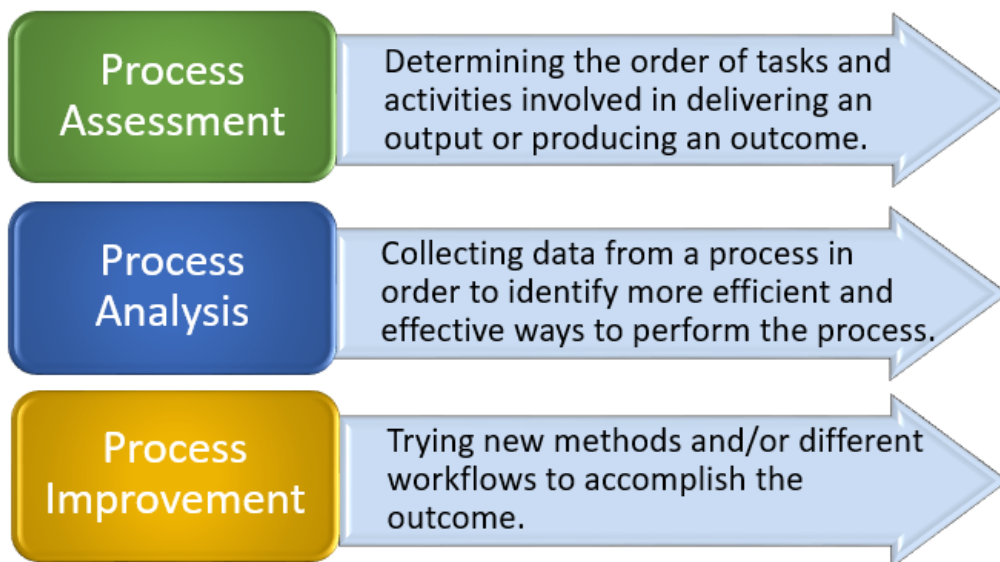
OBJECTIVES

- Determine the proper management tool for a work process
- Analyze work processes using specific tools and techniques
- Apply strategies to improve work processes

KEY CONCEPTS



THREE PHASES OF PROCESS MANAGEMENT



MANAGING AND IMPROVING WORK PROCESSES






PROCESS

ASSESSMENT

Process Assessment is the first step in improving processes and the main tool that helps you start this process is a flowchart.

A flowchart uses specific symbols to represent the process one step at a time.

Flowchart Symbols

				
Shows the start and stop of a process	Connects the parts of a process and shows direction	Represents a task, an action, or an operation	Designates a decision point or question that affects the flow	Indicates a physical document is produced at that point in the flow

NOTES AND PRACTICE

MANAGING AND IMPROVING WORK PROCESSES

PROCESS

ANALYSIS

Analysis is when we collect data from that process in order to identify more efficient and effective ways to perform the process.

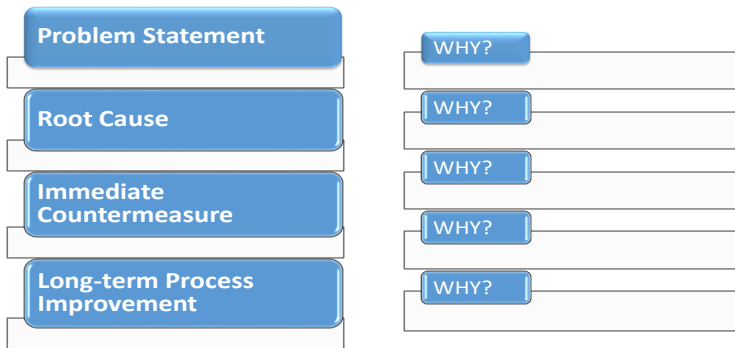
MEASURING A WORK PROCESS

Measurement should result in data that is:

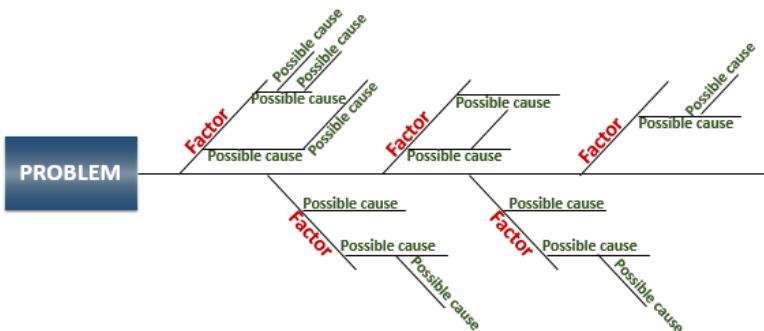
- SIMPLE
- UNDERSTANDABLE
- BELIEVABLE
- ACCURATE
- USEFUL

NOTES AND PRACTICE

THE FIVE WHYS



CAUSE & EFFECT ANALYSIS



MANAGING AND IMPROVING WORK PROCESSES

PROCESS IMPROVEMENT

Process improvement is when we take the data we have gathered and the discoveries we have made and use this information to try new methods or different workflows to accomplish the outcome.

C E R C S

Combine * Eliminate * Rearrange * Change * Simplify

STEPS	QUESTIONS	NOTES
Combine	<ul style="list-style-type: none"> Can any steps in the process be combined? 	
Eliminate	<ul style="list-style-type: none"> What steps in the process can be eliminated? Is any work duplicated? How can any delays be eliminated or reduced? 	
Rearrange	<ul style="list-style-type: none"> Does the sequence of steps make sense? Does the current sequence create unnecessary delays? Can the steps or sequence be rearranged to increase efficiency? 	
Change	<ul style="list-style-type: none"> How can this process be changed to increase efficiency? Can a change in resources reduce cost and/or save time? Can a change in technology improve our process? 	
Simplify	<ul style="list-style-type: none"> What is the simplest way to accomplish the desired outcomes? How can the process be simplified? Are the written procedures/ instructions easy to understand? 	

MANAGING AND IMPROVING WORK PROCESSES






PROCESS IMPROVEMENT

Present Your Improved Process

Once you've created a new process or improved an existing one, you'll want to be able to represent it to others so that they understand the benefits and the areas of concern for this new system. A formatted approach such as the outline below can ensure that you represent your recommendations clearly.

STEPS	QUESTIONS	NOTES
Provide an overview of the process	<ul style="list-style-type: none">Clearly and accurately explain the process as it currently exists.	
Explain potential issues with the current process	<ul style="list-style-type: none">Outline the specific issues that cause problems or bottlenecksExplain the effect on efficiency and effectiveness.	
Propose the new system	<ul style="list-style-type: none">Explain the new system or suggested changes clearly.Be as brief as possible, and avoid using technical terms or other phrases that could be misunderstood.	
Explain benefits and drawbacks of new system	<ul style="list-style-type: none">Outline how these changes will benefit the workflow.Additionally, be honest and open as you address potential challenges.Ask for input, listen carefully, and answer any questions.	

ACTIVITY: PROCESS ASSESSMENT FLOWCHART

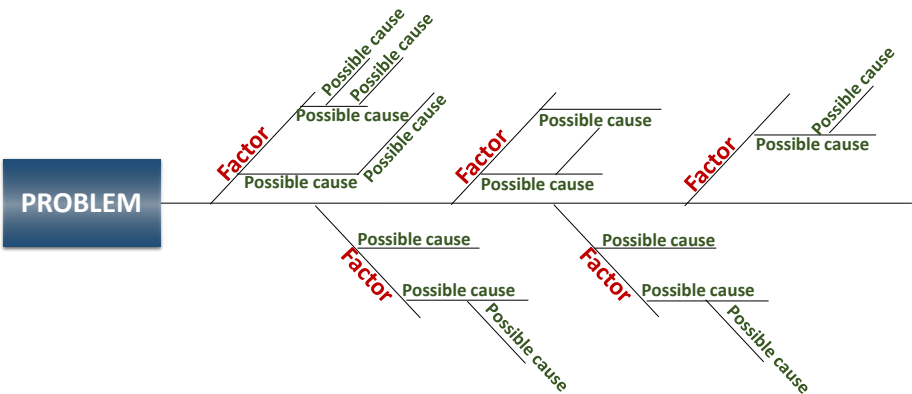
Flowchart Symbols				
				
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ACTIVITY: THE “FIVE WHYS”

STEPS	NOTES
Develop a Problem Statement	
Why?	
Why?	
Why?	
Why?	
Why?	
Root Cause	
Immediate Countermeasure	
Long-Term Solution	

ACTIVITY: FISHBONE DIAGRAM

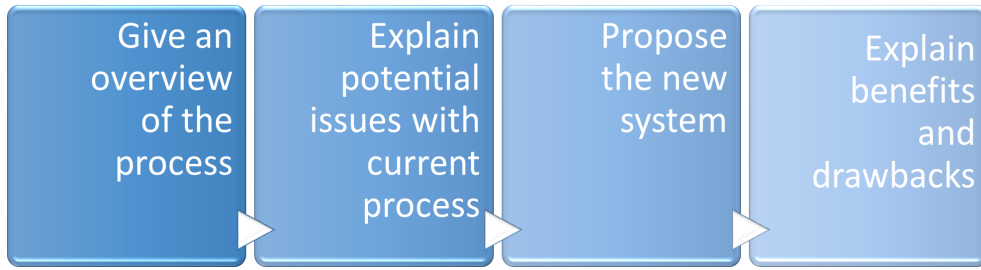
CAUSE & EFFECT ANALYSIS



ACTIVITY: CERCS

STEPS	QUESTIONS	NOTES
Combine	<ul style="list-style-type: none"> • Can any steps in the process be combined? 	
Eliminate	<ul style="list-style-type: none"> • What steps in the process can be eliminated? • Is any work duplicated? • How can any delays be eliminated or reduced? 	
Rearrange	<ul style="list-style-type: none"> • Does the sequence of steps make sense? • Does the current sequence create unnecessary delays? • Can the steps or sequence be rearranged to increase efficiency? 	
Change	<ul style="list-style-type: none"> • How can this process be changed to increase efficiency? • Can a change in resources reduce cost and/or save time? • Can a change in technology improve our process? 	
Simplify	<ul style="list-style-type: none"> • What is the simplest way to accomplish the desired outcomes? • How can the process be simplified? • Are the written procedures/ instructions easy to understand? 	
NOTES		

ACTIVITY: PRESENT YOUR IMPROVED PROCESS



OVERVIEW

POTENTIAL ISSUES

PROPOSE NEW SYSTEM

BENEFITS AND DRAWBACKS

REFERENCES

RESOURCES

Improving Business Processes	MindTools.com. (2017). <i>Improving Business Processes</i> . MindTools.com. Retrieved from: https://www.mindtools.com/pages/article/improving-business-processes.htm
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Manage and Improve Processes	Personnel Decisions, Inc. (2001). <i>Successful Manager's Handbook: Manage and Improve Processes</i> . Minneapolis MN: PDI International.
How to Streamline Work Process and Improve Workflow	Leonard, Kimberlee. <i>How to Streamline Work Process and Improve Workflow</i> . Retrieved from http://smallbusiness.chron.com/streamline-work-process-improve-work-flow-3929.html
10 Best Management Practices for Work Processes	Smith, Laetitia. (September 18, 2017). <i>10 Best Management Practices for Work Processes</i> . Retrieved from: https://www.promapp.com/resources/10-best-management-practices-for-work-processes/
3 Ideas to Improve Company Processes	Veyrat, Pierre. (January 12, 2016) <i>3 Ideas to Improve Company Processes</i> . Retrieved from: https://www.heflo.com/blog/process-optimization/ideas-for-process-

NOTES * REMINDERS * RESOURCES * EMAIL * WEBSITES



THANK YOU FOR JOINING US TODAY! WE HOPE TO SEE YOU AGAIN SOON.