Module 2: Define

DAY 1 August 18 Activity Guide

10:15 A.M. – 12:00 N.N.	➢ Lecture 1: Why Process Streamlining? • Lean and Process Streamlining Concepts and Tools • Tools and Techniques in Process Streamlining:
12:00 N.N. – 1:00 P.M.	Lunch break
1:00 P.M. – 4:00 P.M.	➢ Lecture 2: **DEFINE** Workshop 1: Define (High Level: General SIPOC & Low Level: Detailed SIPOC)
4:00 P.M. – 5:30 P.M.	Presentation of workshop outputs

DMAIC Approach to Process Streamlining

1. **D**efine the process boundaries, clarify objectives and state the process steps required

2. **M**easure all process steps and gather relevant information

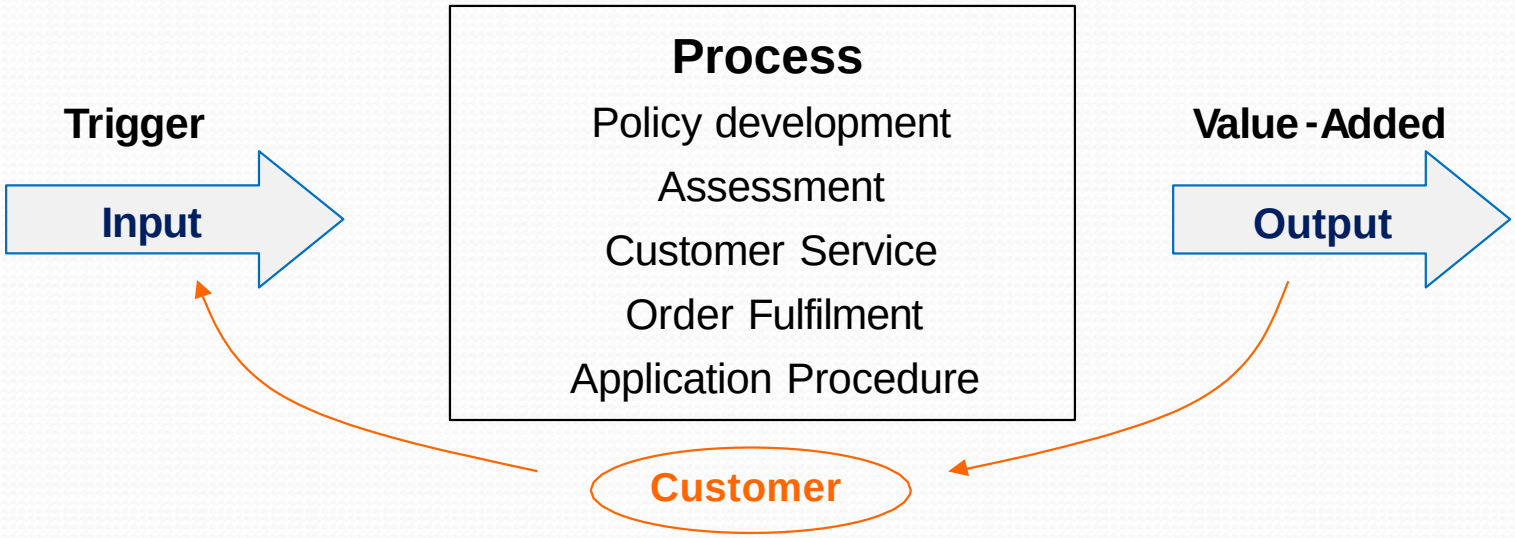
3. **A**nalyse to identify Value-adding and Non-value adding activities

4. **I**mprove the process and **C**ontrol

1. Define the Process

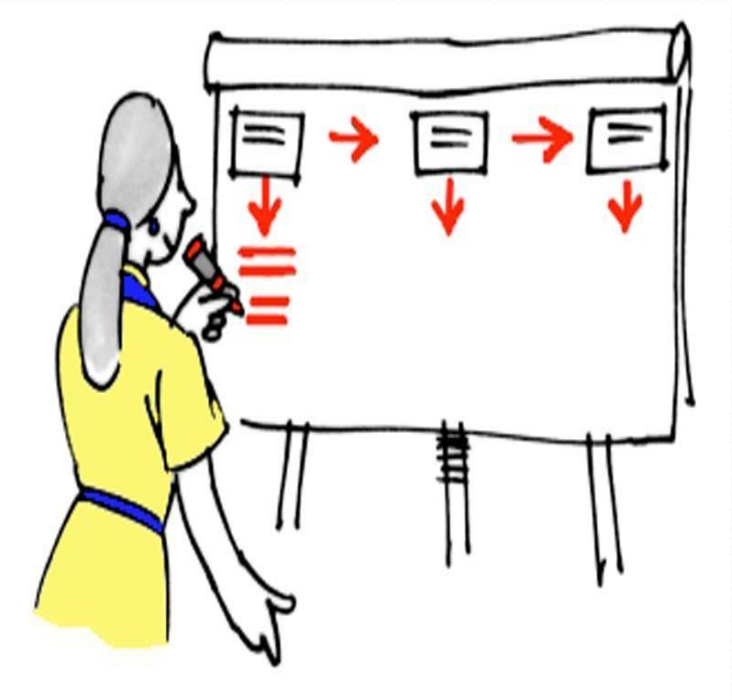
Document the Process

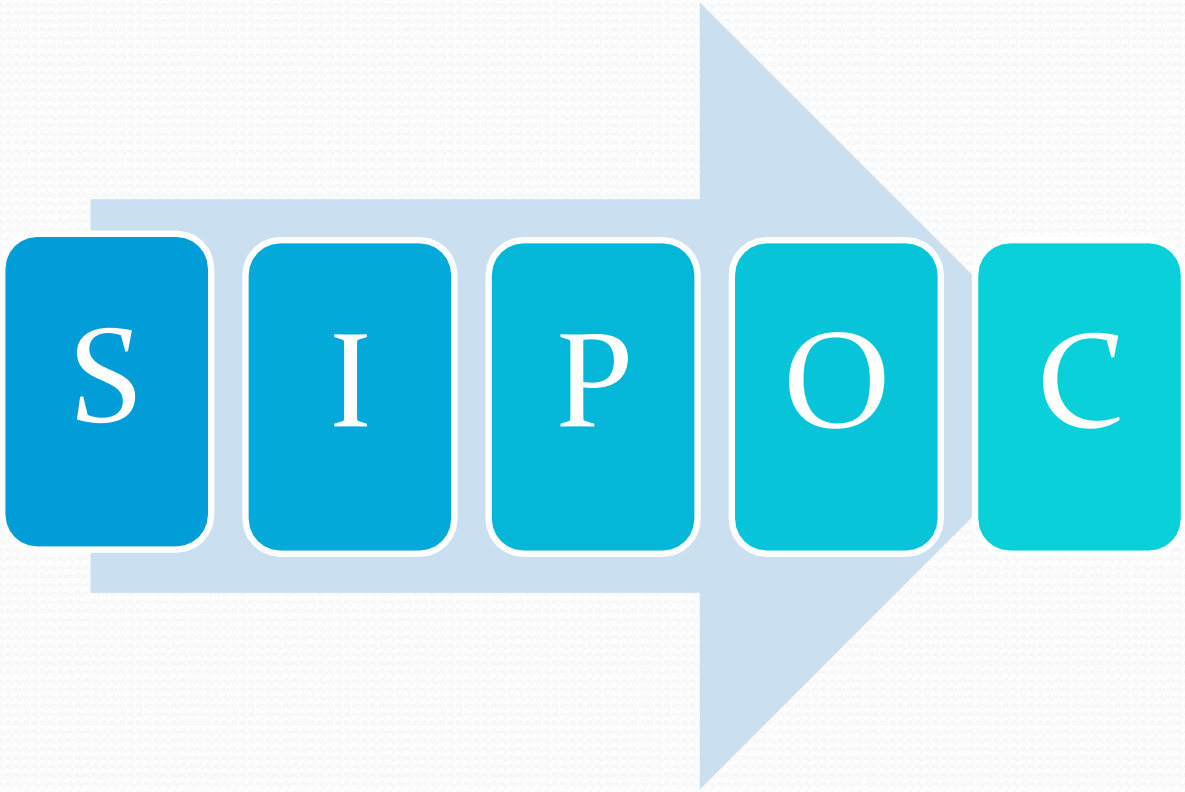
A **process** is a sequence of functions that transforms inputs into outputs for a purpose. Thus, a process is defined by its functions.



Why Map the Process?

- Creates a common understanding of the process
- Clarifies steps in the process.
- Helps uncover problems and identify improvement opportunities in the process (complexity, waste, delays, inefficiencies and bottlenecks).

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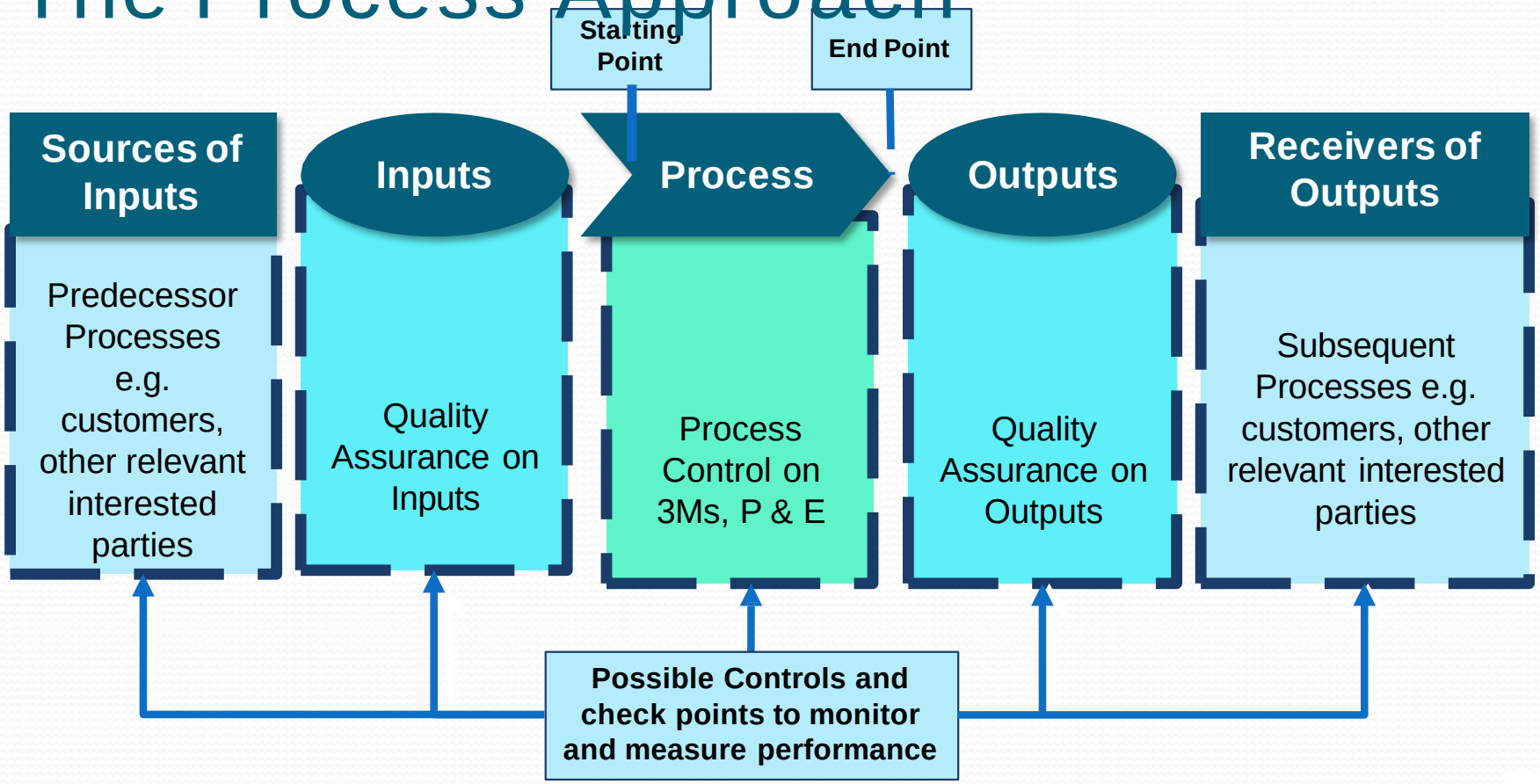
SIPOC

- A detailed mapping of a process that helps to:
  - identify suppliers of inputs used and customers of outputs produced
  - define project boundaries (starting and ending points);
  - describe where to observe and collect data;
  - ensure that correct and material information is collected from the customers

The Process Approach



The Model for Control

“ Do not Accept DEFECT; Do not Produce DEFECT; Do not Pass on DEFECT”

Defining the Process

1. Name the process
2. Define the Objective/s of the process
3. State the start and the end of the process
4. Enumerate the process steps
   - *where there is a 'hand off", it's a process step*
5. Define the inputs and sources of inputs for each process step
6. Define outputs and customers
7. Define the controls for the input, process steps and the output

Note:
Clarify objectives of the process improvement (e.g. reduce waste or reduce cycle time)

Necessary Information for Process Mapping

We need to understand the following to prepare process map:

1. ***RESPONSIBILITIES***: The key responsibilities of the process area

2. ***ACTIVITIES***: The key activities of the process area

3. ***INPUTS***: The main sources of data input for each activity

Necessary Information for Process Mapping

We need to understand the following to prepare process map:

4. ***OUTPUTS***: The key deliverables of each activity

5. ***CUSTOMERS***: The recipients of the outputs of each activity (internal or external)

6. ***PERFORMANCE INDICATORS***: The key performance indicators, eg. Cycle time of the process

Defining the Process… *further tips*

- process owner for each process step
- customer (Internal or external)
- supplier (internal or external)
- Customers can be same as the supplier
- Performance measures applied

Four Mapping Perspectives

Flowcharts can map four different perspectives on a process:

- What you think the process is.
- What the process really is – " as is"
- What the process could be.
- What the process should be.

PROCESS MAPPING

High Level: General mapping (SIPOC)

Provides an overview of what an organization does

Used to see the big picture of the process

Used for communication purposes

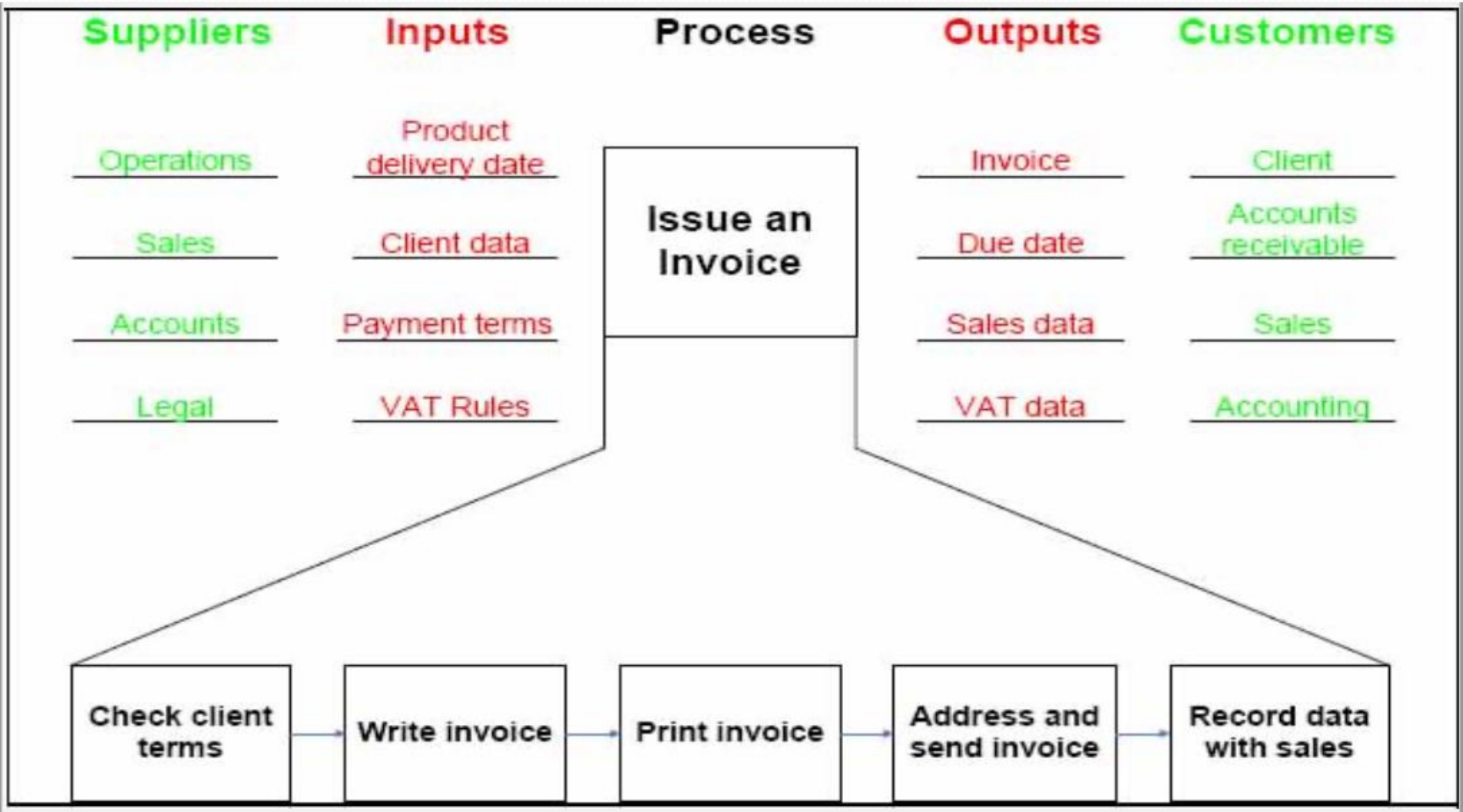
Low Level: Detailed mapping SIPOC

Used for defining and documenting a process

Used for understanding a process

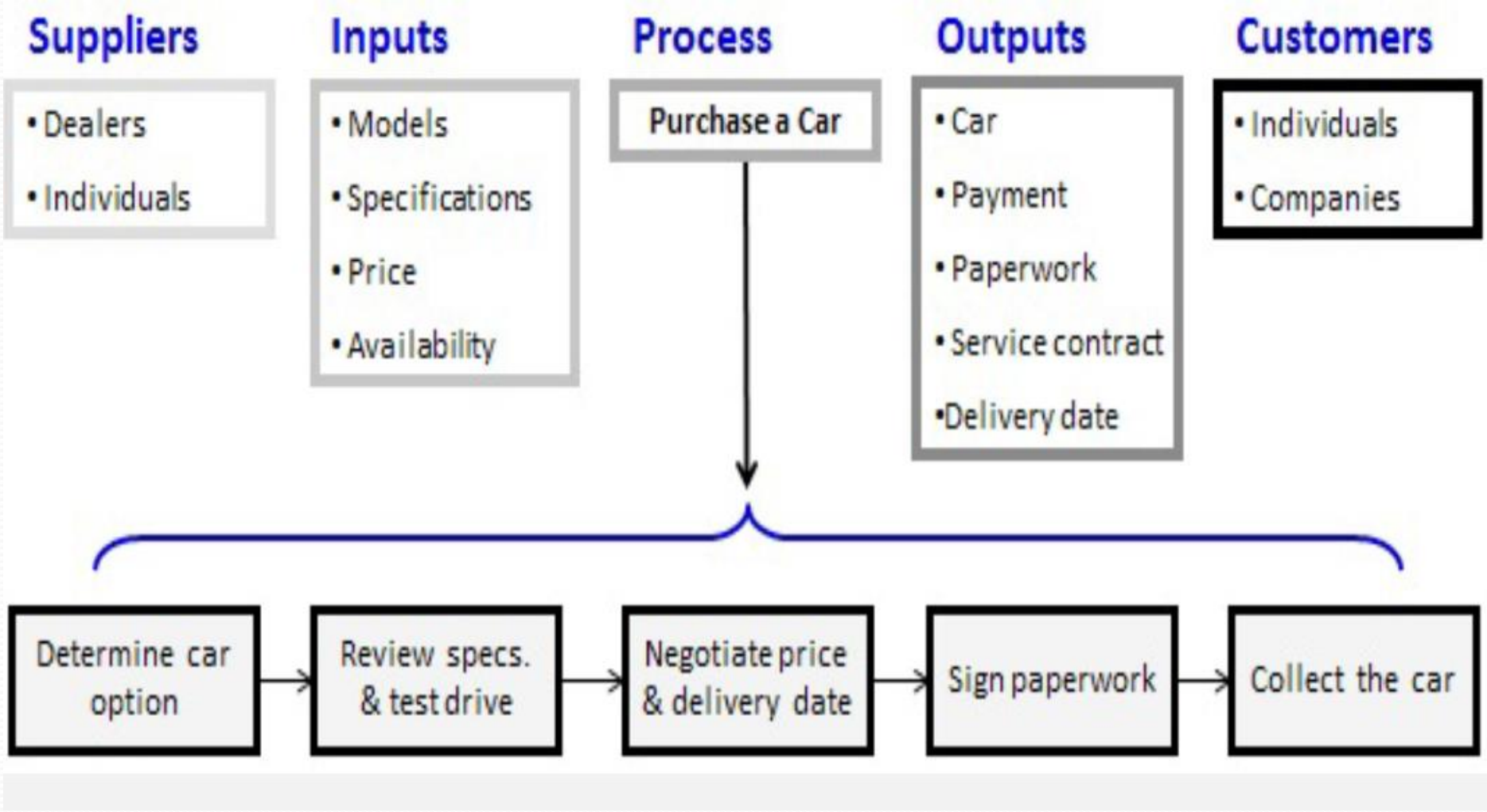
Used for improving a process

Example 1 : High Level Generic SIPOC



Source: https://www.pmi.org/learning/library/optimization-project-management-six-sigma-8010

Example 2: High Level Generic SIPOC



Example 3: Low Level Generic SIPOC

APPLICATION FOR LABORATORY TEST (ELDC)

Source of Inputs *(Position Title, Office Name providing the inputs)*	**Inputs /Control** *(Information, Documents, Materials, etc.)*	**Activity/Control** *(Main and Sub-activities, Process Steps)*	**Outputs/Control** *(Title of Documents, Service, Products*	**Customer** *(Recipient of outputs)*	**Responsibilities** *(Position Title/ Office Name performing the activity)*
Client / Applicant / Accredited Veterinarian	Request Form for Equine Infectious Anemia or Coggins Test • Completely filled and signed • Complete attachment/ supporting documents (passport or Horse Identification)	1) Receipt of Application form together with the submission of fresh whole blood sample in red top vacutainer tube. • 3-5 minutes. • Assessment of documents and blood sample	Complete Application form with details encoded in ELDC computer database • Completely assessed and validated testable sample		Equine Laboratory and Diagnostic Center (ELDC)

- Connotes Control of Inputs, Activity and Outputs

Example 3: Low Level Generic SIPOC

Source of Inputs *(Position Title, Office Name providing the inputs)*	Inputs /Control *(Information, Documents, Materials, etc.)*	Activity/Control *(Main and Sub-activities, Process Steps)*	Outputs/Control *(Title of Documents, Service, Products*	Customer *(Recipient of outputs)*	Responsibilities *(Position Title/ Office Name performing the activity)*
	Complete Application form and testable sample	2)Preparation of Billing Statement • 3-5 minutes. • Control No. • Payee • Type of transaction • Check fee schedule	Billing Statement • Signature of Supervisor		Equine Laboratory and Diagnostic Center (ELDC)
	Billing Statement	3)Forward Billing Statements to Accounting Division • Every 7-14 days.		Accounting Division	Equine Laboratory and Diagnostic Center (ELDC) Accounting Division
Disbursement & Collection Mgt. Section	Official Receipt	4)Retrieval of documents for encoding and filing after payment of fees • 3-5 minutes			Equine Laboratory and Diagnostic Center (ELDC)
	Blood Sample Testing	5)Testing of Samples (minimum of 3 samples for testing) • 72 hours	Coggins' Test Result/ Certificate with Horse Identification	Accredited Veterinarian/ Client/ Applicant	Equine Laboratory and Diagnostic Center (ELDC)

- Connotes Control of Inputs, Activity and Outputs

Let's try it!

Make a Quality Control Plan for the process of preparing/cooking the following:

1. Hard boiled egg
2. Sunny side up
3. Scrambled egg
4. Omelet

Source of Inputs *(Position Title, Office Name providing the inputs)*	**Inputs** *(Information, Documents, Materials, etc)*	**Activity** *(Main and Sub-activities, Process Steps)*	**Outputs** *(Title of Documents, Service, Products)*	**Customer** *(Recipient of outputs)*	**Controls** *(Input, Process and Output Controls)*	**Responsibilities** *(Position Title/ Office Name performing the activity)*
		1. Activity				
		2. Activity				

WORKSHOP 1/1a
Define the Process

Objective:
To understand in order to Define the current process

Instructions:

1. Document the "as-is" process
2. Define your High Level:
   Generic SIPOC
3. Using the Output in item#2, define your Low Level: Detailed SIPOC
4. Present your outputs.

Duration: 1 hour

WORKSHOP 1

Define the Process (High Level Generic SIPOC Template)

PROCESS : _____

Objective/s: _____

Start : _____ **End:** _____

Suppliers	Inputs	Process	Outputs	Customers

Process Steps

WORKSHOP 1a

Define the Process (Low Level Detailed SIPOC Template)

PROCESS : _____

Objective/s: _____

Start : _____ **End:** _____

High Level Process Steps	Source of Inputs (Position title, Office Name providing the inputs)	Inputs (Information, Documents, Materials, etc.) • Control	Low Level Process Steps (Main and Sub-activities, Process Steps) • Control	Outputs (Title of documents, Service, Products) • Control	Customer (Recipient of Outputs)	Responsibilities (Position title/ office Name performing the activity)

- Connotes control (CT, number of copies, signature affixed, etc.)

Standardized Work

Standardized work means that the organization has identified, at its time of writing, the most efficient and effective method which is to be followed by all employees tasked of doing the work to accomplish its objective reflected in its documented information:

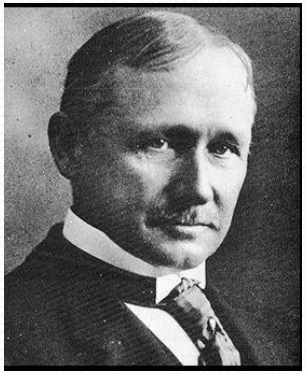
- Work procedures
- Set of Instructions
- Work instructions
- Standard Operating Procedures, etc

" *No process improvement can take place until the process is first standardized* "

Some things to note

- Some processes are created to compensate for human errors
- Processes evolve and create more waste
- Some processes or steps evolve through new technologies, politics, war, crime rate, terrorists, socio-economic conditions, diseases (which may no longer exist)
- Some processes can be eliminated by technology and innovation but remain as legal requirements
- We can benchmark similar processes from different agencies (not necessarily the same service)

Standardized Work



Frederick Winslow Taylor
father of Scientific management

Proponents of standardized work

Frank and Lillian Gilbreth
Inventor of GE Kitchen Appliances

Ray Kroc

Standardized work leads to streamlined process. "No Standard, No Improvement"

THANK YOU!