Overview

Business Process Analysis Toolkit

CVR/IT Consulting LLC

Introduction

The **BPA Toolkit** is a set of tools designed to support the work of Business Process Definition and Reengineering. This toolkit includes the following:

- An Introduction Page that describes each tool

- BPA mini-charter

- Stakeholder Analysis

- Meeting Preparation Document

- Goals – Questions – Metrics (GQM)

- Entry - Tasks - Validation - eXit (ETVX)

- Suppliers - Inputs - Process - Outputs - Customers (SIPOC)

- Situation - Target - Proposal (STP)

Each of these tools is described in this presentation.

- Note: Swimlane Diagram is also included in this toolkit but is not described here.

Introduction Page

The Introduction page describes each of the tools in the BPA Toolkit. Each tool is in a separate tab of the workbook. Tab names are shown in blue..

Introduction to the BPA Toolkit

Welcome to the BPA Toolkit. This workbook contains several tools that the Business Analyst will find helpful during any Business Process Analysis. Enter the name of the process under study and the Business Analyst in the field below and they will automatically appear on all other sheets. Instructions are provided for each BA tool. No password is required to Unprotect spreadsheets.

Process Name: Name of Process Here

Business Analyst: Name of Analyst Here

Table of Contents:

BPA Mini-Charter (BPA_Charter) - Each BPA engagement is a project. As such, it is essential that it be carefully defined so that all interested parties understand the goals, roles and responsibilities, scope and other parameters of the engagement.

Stakeholders Analysis (Stakeholder) - Identify the stakeholders of your BPA engagement. Record necessary information about your Process Action Team (PAT).

Stakeholders Graphs (Graphs) - Displays key information about your stakeholders, i.e. degree of support for your BPA engagement and how to manage them.

Meeting Preparation Document (MeetingPrep) - Our meetings are most successful when we fully understand what we want to get out of them. Use this form to define your goals, prepare your questions and generally prepare to make the best use of time with your stakeholders.

Goals - Questions - Metrics (GQM) - Before we can make any statement about whether or not a process needs improvement, we must determine the extent to which the process in its current state is able to meet its Goals. The GQM analysis requires that we carefully articulate the goals of the process, develop questions that probe the effectiveness of the process, and then identify the metrics that will allow us to answer the questions. Much of Business Process Analysis depends on our success in this step.

Entry - Tasks - Validation - eXit (ETVX) - ETVX analysis provides an opportunity to put boundaries around the process under study. Where does this process begin? Where does it end? The answer to these seemingly simple questions MAY only be found after intense discussion with your stakeholders. Establishment of Entry Criteria (and inputs) and Exit Criteria (and outputs) further defines the process. ETVX may be used with SIPOC to firmly define the scope of the BPA engagement.

BPA Charter (1)

Each BPA engagement is a project. As such, it is essential that it be carefully defined so that all interested parties understand the goals, roles and responsibilities, scope and other parameters of the engagement. The **BPA Charter** defines these parameters and creates a strong foundation for management of the BPA effort. Features include:

- Document is modeled after a highly effective but simple project charter

- A fully documented charter provides a firm foundation for making decisions during the analysis

- The charter provides the BA and Process Action Team with authority to do the work of analysis

- The document is preformatted for easy printing

- An area for signoff of the document is provided

BPA Charter (2)

Business Process Analysis Charter

| Process Name : | Name of Process Here |
| Business Analyst: | Name of Analyst Here |

Sponsor Name:
Start date: End date:
Purpose:

What is the purpose of this analysis? What
are you trying to accomplish? Examples:
- Document a process
- Improve a process that already works
- Fix a process that is broken
- Determine if a process is needed

Business Need:

Key Deliverables:

Business Value:

Example of mouse-over help provided through a cell comment.

This slide displays a portion of the Charter template. The BPA Charter serves as a mandate from management to do the work of the analysis. It authorizes the BA and the Process Action Team to use the time and resources needed to perform the necessary work. This document should make clear exactly why this analysis is being done and what the expected outcomes are. For best results, obtain approval in the form of signatures on a printed document.

Stakeholder Profile (1)

The **Stakeholder Analysis Template** Is used to record information about the stakeholders and Process Action Team (PAT) of your BPA engagement.

A Stakeholder is anyone who can affect or is affected by your process analysis and who has an interest in its success or failure. It is essential that you know all of your key stakeholders as early as possible so that you know who to involve and how to work with them. Features include:

- Gathers necessary contact information about stakeholders

- Identifies which stakeholders support and which do not support the analysis

- Provides insight into how various stakeholders should be managed

Stakeholder Profile (2)

Stakeholder Information

Process Name :	Name of Process Here
Business Analyst:	Name of Analyst Here

Stakeholder Name	Department / Organization	Contact info	Role / Interest in the analysis	Degree of Support or Opposition	Influence in organization	Impact on analysis success	What they want from this analysis	How they can help the analysis	Time Commitment	Actions to take with this stakeholder	Stakeholder Type	Best Information Gathering Technique	Stakeholder Meeting notes
S. Blair	Technical Services	(w) 203-554-2378 (c) 203-222-5645 sblair@samples.com	Sponsor	5	4	4	Steve wants the process brought in line with new process objectives	Provide process objectives; review As Is models for validity; contribute suggestions for improvement; approve proposed new process	Participate in key meetings; review documents; participate in issue resolution. Probably less than 20 hours total.	Meet regularly; provide status reports	Executive	1 on 1 meeting	Notes go here

Drop list options: Sponsor, Process Owner, Process Action Team, Business Analyst, SME, Process Participant, Process Customer, Process Supplier

The drop list shown in the figure for "Role / Interest in the Analysis" is fully customizable.

All column headings with a red tab contain mouse-over help in the form of comments

This slide provides a bird's eye view of the Stakeholder Profile template. This template captures such information as: role in the analysis, degree of support or opposition t the analysis, influence in the organization, importance to success of the BPA effort, time commitment, and more. The data are used to generate graphs that give insight on how to manage the stakeholders.

Support Analysis

Analysis of Stakeholder Support
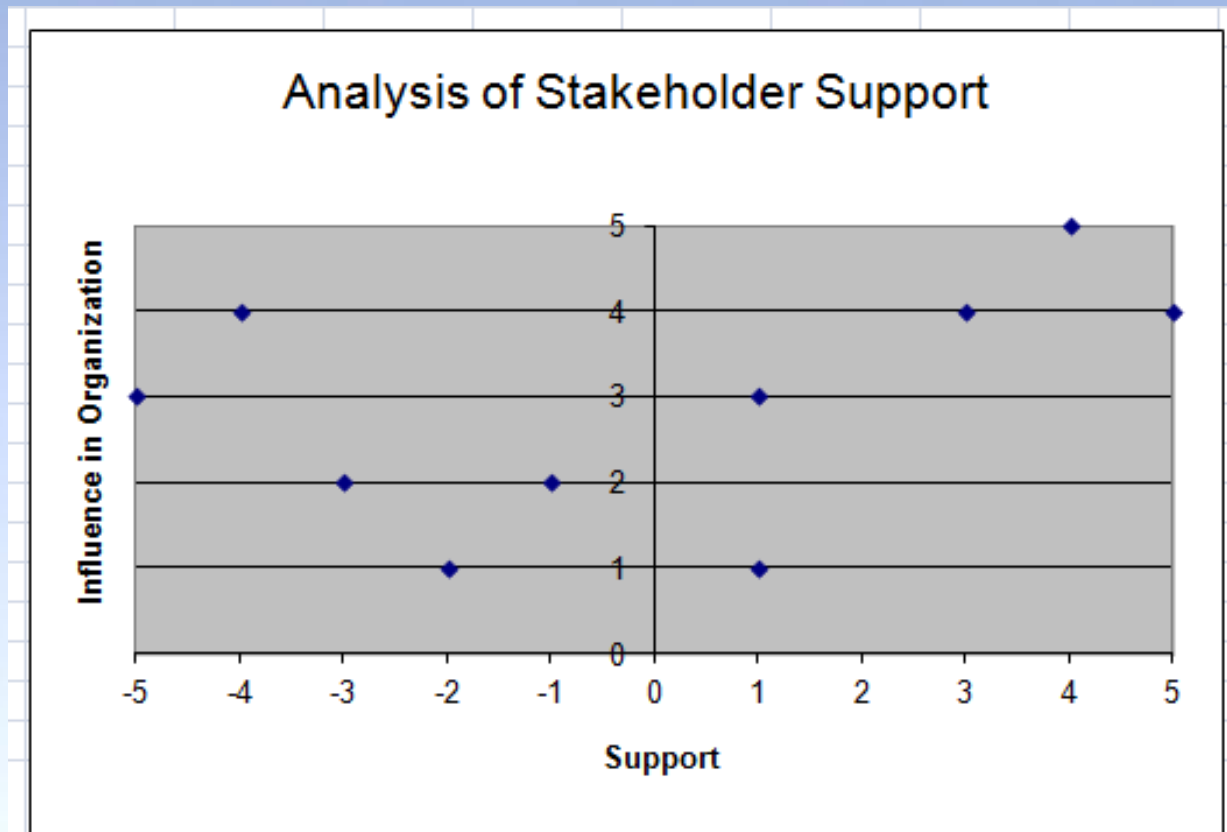
This Support Analysis graph is provided automatically from data in the Stakeholder Profile. It gives you insight into the degree of support and opposition to the analysis among your stakeholders. Look for allies among people in the upper right quadrant (high support and high influence) - they are supporters who can make things happen. People in the upper left (high opposition/concern and high influence) may be a risk to the success of your analysis. Take steps asap to move them at least to neutrality (0 on the Support scale).

Stakeholder Management
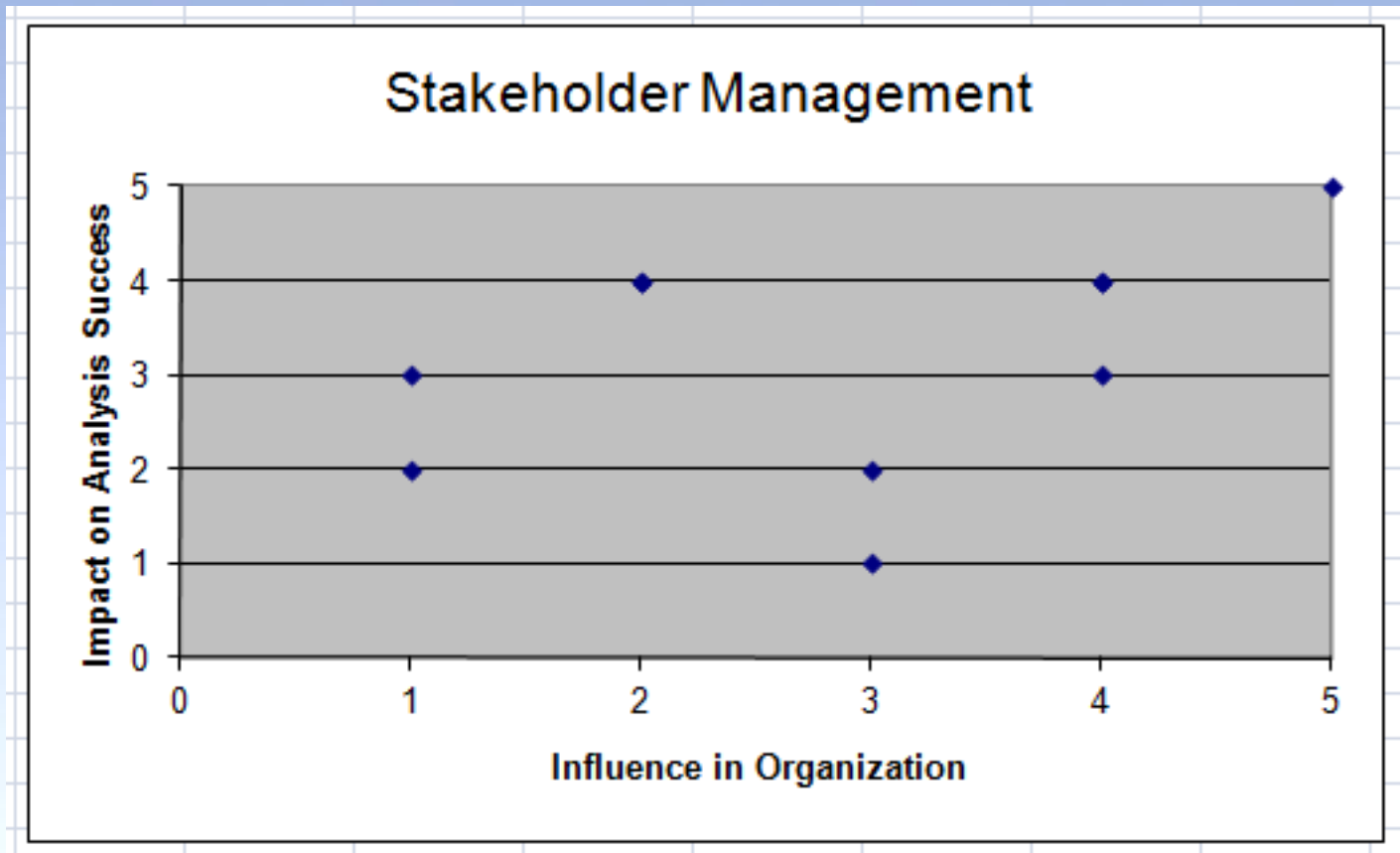
The Stakeholder Management chart is provided automatically from data in the Stakeholder Profile. It gives you insight into how to deal with your stakeholders. For example:

• Upper Right: High influence and very important to a successful analysis (e.g. your Sponsor). Manage these people very closely and keep them well informed of what is going on.
• Upper Left: Not very influential in the organization but central to success of the analysis (e.g. the Process Action Team). Keep these people happy through good team building and motivational activities.

Meeting Preparation Document (1)

Our meetings are most successful when we fully understand what we want to get out of them. Use the **Meeting Preparation** template to define your goals, prepare your questions and generally prepare to make the best use of time with your stakeholders. Includes sections on:

- Meeting Logistics
- Goals of the Meeting
- Questions to Ask
- Information to Convey
- Decisions to Make

Although you may work with others to fill out this document, it ultimately is for your use only. It is not intended for distribution to everyone in your meeting.

Meeting Preparation Document (2)

Meeting Preparation

Process Name :	Name of Process Here
Business Analyst:	Name of Analyst Here

Logistics

Date:		Facilitator:	It is best if the person taking notes is NOT the facilitator of the meeting.
Time:		Scribe:	
Location:		Docs to Send:	
Room:		Docs to Bring:	
Call in Number:			
Participants:			

Goals of the Meeting

What do you want out of this meeting? What do you want to accomplish? What do you want to have in your hands that you do not have now? Be very specific so that you can be intentional about reaching your goals

1	
2	
3	
4	
5	
6	
7	
8	

Questions to Ask

Based on your Goals, what questions do you need to ask? You can write what amounts to a script that you will follow, or you can write down guidelines that will help you ad lib. Prioritize your list so that if you run out of time, you will have covered the most important topics first.

1	
2	

This slide presents a portion of the template. 2 of 5 section headings are shown (Goals of the Meeting; Questions to Ask). Mouse-over help is provided as shown for Scribe. You can add rows as needed. The document is preformatted for easy printing.

Goal – Question – Metric (GQM)

Before we can make any statement about whether or not a process needs improvement, we must determine the extent to which the process in its current state is able to meet its Goals. GQM analysis requires that we carefully articulate the goals of the process, develop questions that probe the effectiveness of the process, and then identify the metrics that will allow us to answer the questions. Metrics allow us to measure the As-Is world and then make statements about it that otherwise would not be possible. Much of Business Process Analysis depends on our success in this step. Features include:

- As many as nine goals per process are supported

- Document is easily expanded to support additional questions and metrics

- Document is pre-formatted for easy printing

GQM Template

GQM (Goal - Question - Metric)

Process Name :	Name of Process Here
Business Analyst:	Name of Analyst Here

Goals		Questions		Metrics	
1	First Process Goal	1.1		1.1.1	
				1.1.2	
		1.2		1.2.1	
				1.2.2	
2	Second Process Goal	2.1		2.1.1	
				2.1.2	
		2.2		2.2.1	
				2.2.2	

This slide presents a portion of the template. Use one template per process. As many as nine goals are supported for each process. Each goal can have many questions (two rows provided); each question can have many metrics (two rows provided). The document is preformatted for easy printing.

ETVX

Entry - **T**asks - **V**alidation - e**X**it (ETVX) - This analysis provides an opportunity to put boundaries around the process under study. Where does this process begin? Where does it end? The answer to these seemingly simple questions MAY only be found after intense discussion with your stakeholders. Establishment of Entry Criteria (and inputs) and Exit Criteria (and outputs) further defines the process. ETVX may be used with SIPOC to firmly define the scope of the BPA engagement. It also is used to determine process efficiency and sufficiency. Features include:

- Ample space is provided for the Artifacts, Conditions and Actions that define process entry and exit

- Goals are automatically brought forward from the GQM tool to support efficiency and sufficiency analysis

- The document is pre-formatted for easy printing

ETVX Template

This slide provides a high level view of the template. Use one template per process.

• Separate data entry areas are provided for the Artifacts, Conditions and Actions that may define Entry into and Exit from the process.

• Tasks should be at a high level (e.g. the 50,000 ft view).

• This is the only template provided that considers validation actions.

Process Goals (bottom of template) are automatically brought forward from the GQM tool. Consider the ETVX analysis and answer for each goal:

• Does the process support meeting the goal?

• Is the process efficient?

• Is the process sufficient?

SIPOC

Suppliers - Inputs - Process - Outputs - Customers (SIPOC) – You can firmly establish the scope of your BPA engagement with this analysis. Identify who supplies the inputs and who consumes the outputs. SIPOC is used effectively together with ETVX. It also is used to determine process efficiency and sufficiency. Features include:

- Although ample data rows are provided in the template for all aspects of SIPOC, additional rows may be added

- Goals are automatically brought forward from the GQM tool to support efficiency and sufficiency analysis

- The document is pre-formatted for easy printing

SIPOC Template

Supplier (5)	Inputs (4)	Process (1)	Outputs (2)	Customer (3)
Who supplies the inputs to this process?	What are the inputs to this process? Can be at any point in the process, not just the start.	List the primary (high level) steps of this process. This is NOT a detailed list of process steps.	What are the outputs of this process? Can be at any point in the process, not just the end.	Who consumes the outputs of this process?
1	1	1	1	1
2	2		2	2
3	3	2	3	3
4	4		4	4
5	5	3	5	5
6	6		6	6
7	7	4	7	7

SIPOC Model Evaluation

Can the goals listed below be met with the process shown above? For each goal listed below, describe any deficiency in the SIPOC process model above.

Goal #1	First Process Goal
Goal #2	Second Process Goal

This slide displays a portion of the template with some data entry rows hidden. Use one template per process. Separate data entry areas are provided for each element of SIPOC. Process steps should be high level (e.g. 30,000 ft view). Process Goals are automatically brought forward from the GQM tool and analyzed as for ETVX.

Situation . Target . Proposal (STP)

Situation - Target - Proposal (STP) – When you have completed your analysis (with additional tools such as Use Case Diagrams, Data Flow Diagrams and others not provided in this toolkit), the flaws in the As-Is process may be apparent. But how will you fix them? Use the **STP** tool to determine this.

- Clearly state each problem area of the process (Situation)
- Articulate the state that would be optimal (Target)
- Describe the changes you would make to attain the Target state (Proposal)

Features include:

- Very easy to use
- Template may be expanded with additional rows as needed
- The document is pre-formatted for easy printing

STP Template

Situation - Target - Proposal (STP) Analysis

Process Name : Name of Process Here
Business Analyst: Name of Analyst Here

Situation	Target	Proposal
List specific problems with the process under study.	For each Situation describe the preferred state.	Describe how you would change the process to achieve the Target state.
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9
10	10	10

Use STP analysis to first work out and then communicate the steps you would take to improve a process. Start by listing the specific problems you have found in the process under study (**Situation**). For each problem, determine what the ideal state (**Target**) would be (e.g. what the process should do; what the best output would be; etc.) and the advantages of that state. Finally, determine what steps you would have to take to attain that ideal state (**Proposal,** e.g. make changes to the steps in the process, the people involved, the tools they use, the information they work with, etc.). You can use this information to determine cost and time to make it all happen and include all of it in your report to management.

Summary

The **BPA Toolkit** supports the Business Analyst during process analysis by providing tools that make it much easier to perform critical tasks, e.g. define the scope of a process, understand inputs and outputs, identify validation steps, articulate the goals of the process and evaluate process efficiency against those goals.

The **BPA Toolkit** is part of a powerful Business Analysis template set available at very low cost from this source:

http://www.cvr-it.com/PM_Templates/

Other templates in this set include:

- **Project Requirements Document** (a.k.a. BRD)

- **BA Productivity Pack**

- **Use Case Template**

- **Much more…**

About CVR/IT Consulting LLC

CVR/IT Consulting, established in 2002, provides guidance and support in the effective use of Project, Program, Portfolio Management and Business Analysis Technologies. The company provides professional consultation, training and tools in all matters related to Project Management and Business Analysis, such as:

- Implementation of governance structures and processes essential to effective Portfolio Management
- Establishment of a Project Management Office that finds its own success solely in the success of its customers
- Delivery of flexible, customized PM and BA Methodologies and tools
- Assessment of organizational project, program, portfolio management and business analysis practice
- Training (or re-training) of the project workforce
- Implementation of Organizational Change to make it all work

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