

EXERCISE: PROCESS PROFILE

NAME OF PROCESS	What is it meant to achieve?	Is efficiency monitored	How well is it being done
EXAMPLE Cut and drill components	Set of components ready to assemble	No [no check on waste/rejects of final pieces because of incorrect size, spacing of holes, pieces not cut to correct length etc]	Don't know
Process 1:			
Process 2:			
Process 3:			

PROCESS MAPPING TECHNIQUES

Analysing processes: how deep do you drill?

Process maps and flowcharts can be used to document broad organisational processes or the most minute details of work. Your business could literally spend hundreds of man-hours mapping processes. What level of detail is appropriate? It depends on your objective.

In general, there are three levels of mapping possible: whole system mapping, macro-processing mapping and micro-process mapping – you’ll probably find macro-process mapping is sufficient to provide plenty of ideas for improvement.

Involving the Team

Process mapping, as a tool for clarifying situations and thus improving knowledge and understanding, is particularly useful when used by the team as a group. This is because by mapping a process together they:

- Develop a common understanding of the situation
- Contribute a larger pool of knowledge and ideas than an individual
- Can agree a common approach to solving problems, resolving ambiguities and making improvements

1. Plot Processing Chart

The Plot Process method uses symbols much like those in a flowchart to denote what is happening at a particular stage of the game.

Operation		A main step in the process
Move		Movement of people or materials from one place to another
Inspect		Routine inspections for quality or quantity
Store		A regular controlled storage phase, as in completed inventoried products
Delay		Any regular delay built into the process because of the way it works such as wait for paperwork
Decision		Result of inspection: approve/disapprove

Process Title	Preparing And Shipping A Timber Order					
Process Owner	Yard Foreman					
What initiates this process?	Receipt of order					
When is the process considered complete?	Timber leaves yard					
What measure/s of efficiency is/are there?	Fuel costs Inventory shrinkage Customer throughput time					
ACTION	 Op.	 Move	 Inspect	 Store	 Delay	 Decision
Timber pieces selected and packed	■					
Transported to Holding Bay		■				
Stored				■		
Transported to Pick up bay		■				
Order number matched			■			
Delivery approved						■
Timber released to courier	■					

Plot Process Template

Process Title						
Process Owner						
What initiates this process?						
When is the process considered complete?						
What measure/s of efficiency is/are there?						
ACTION	 Op.	 Move	 Inspect	 Store	 Delay	 Decision

2. Flow Chart Technique

Flow chart symbols

Like the Plot Process chart a flow chart uses a number of symbols to describe what's happening.

Oval		Beginning or end of process
Flow line		Direction of flow of the process
Parallelogram		An input or output such as customer order (input) or a product (output)
Rectangle		An action carried out
D shape		Any regular delay built into the process because of the way it works such as wait for paperwork
Diamond		Decision to be made
M Triangle		A measurement

How to draw a flow chart

There are no hard and fast rules for constructing flow charts, but there are guidelines which are useful to bear in mind.

Here are six steps which can be used as a guide for completing flow charts.

1. Describe the process to be charted (this is a one-line statement such as, Preparing And Shipping A Timber Order).
2. Put in the trigger event – the input that starts this process off.
3. Note each successive action concisely and clearly.
4. Go with the main flow of this process – other loops that result from NO decisions can be put into other charts so as not to confuse the main picture.
5. Make cross references to supporting information or documents.
6. End where the object of the process has been achieved.

The flow chart of the timber process (below) will illustrate how to do this:

- The first step is to identify the process to be flow charted and to give the chart a title. In this case, it is 'Preparing And Shipping A Timber Order'
- Begin to draw the chart by first describing the event which initiates the process (the 'trigger'). In the example this is 'Order delivered to Yard Foreman'
- Then note down each successive action taken as briefly as possible, but clearly
- When you reach a point at which the flow chart branches into a number of alternatives which introduce 'side' processes, choose the action that leads most directly towards the desired end of this process. Such a point is illustrated in the example where it is discovered not all the pieces required for the order are in stock.
- Often you may need to make cross-references to important supporting information such as a list of which customers get a discount
- Continue describing each event, action or decision as it occurs in sequence, until the process is concluded. In the example, this point is reached when the timber shipment leaves the yard.

Sample flow chart

Preparing And Shipping A Timber Order



