Process Maturity Model

Whitepaper

Introduction

Whether the goal is to find cost and time savings, set the foundation for transformation and automation initiatives, support training, or help to create standardisation across your organisation, process management provides a powerful methodology for capturing, mapping and exploring the primary services of your organisation while empowering teams to become involved in helping to achieve the organisation's goals.

However, as an increasing number of business objectives are supported by process management and wider teams are getting involved, it becomes even more critical for your organisation to set guidelines for the level of detail that should be included in the process discussion and documented in the process maps.

Building upon the experience of our customers and process management experts, we have developed the following Process Maturity Model to provide some guidance for organisations in making these decisions.

All detail is possible…….but not always needed!

Engage Process is known for being an easy, yet powerful tool for process exploration and the expansive amount of detail that can be documented as part of, or related to individual process steps. Details like description, feedback or improvement suggestions, input & output, customer value-add, calculation parameters, roles, or applications used, to name a few. While Engage Process has a standard place for all process details and properties, and allows you to manage the amount of detail that you want shown utilising the show/hide® feature, it is still important to decide in your organisation what the specific goals are at this moment and what level of process detail is needed to support these objectives.

Foundation first or "urgent" project-based

The decision on which details should be included in your process map depends on the status and goals of your process management work. Are you first going to build a foundation of "initial processes" for your company or are there urgent short-term goals that need to be addressed first?

Foundation First
If the primary objective for your organisation in reviewing workflows is to build the process foundation (more specifically, operational processes), you may avoid or postpone specific details in your version of the Maturity Model. Setting up the standard Tables with roles and applications, defining the key individual processes, and assigning the process owners for example, is a good starting point. From here, you can start mapping and discussing the "AS IS" of the key processes with your teams.

Project Focused

An alternative approach is supported when your organisation has higher priority goals for one, or several processes. For example, process management can be used to address urgent cost saving needs by helping to implement automation, e.g. self-service initiatives, in a process. In such a case, it is still essential to set up the data points in Tables, as listed above, in order to create a cohesive environment and avoid ending up with multiple separate environments. This is where the Maturity Model can then become part of your process management standard.

With specific process initiatives, team(s) should be more focused on specific details within the process. For example, a cost-reduction project may require details such as costs or processing-time for each process steps, waiting times to be specified, bottleneck studies on the most expensive operational tasks, value- versus non- value added tasks, improvement "Comments" by the team, etc.

Conversely, an automation project may require more detail on which applications are currently used and where a new application or robotics tool could be utilised. Furthermore, an outsourcing project might require teams to identify which parts of the project will be outsourced.

When higher priority, or "urgent" processes are being addressed, exploring and adding the relevant details remain an important component to help achieve the specific goals set forth early on.

Building the foundation and determining your process maturity

When process management focusses on individual projects, goals and teams, it is essential for the organisation to create an environment within which this is done. This should include data metrics in Tables, and set standards to be used for process management. In doing so, the foundation will gradually be built, one process at the time. Building the foundation is critical in process management as this will help to bring consistency and cohesive communication between different projects, allowing for standardisation across the organisation and helping to maintain operational control.

The Process Maturity Model

The Process Maturity Model is the scale between the bare minimum and full detail for a viable process. On this scale you can determine the necessary level of detail that will suit the purpose of your process mapping and exploration. The rating correlates to the scope of the content – level of detail, supporting documentation, checks and measures, and identification of exceptions.

Level 1 ★	Level 2 ★★	Level 3 ★★★	Level 4 ★★★★	Level 5 ★★★★★
Responsibility (process and step level) Process scope. Process steps and roles	Tasks and exceptions Resources KPI and quality measures Measures	Manuals Team improvement suggestions Feedback cycle closed	Input/ output per step	Business rules Functional design / data and field per process step Theoretical exceptions

At its core, the most basic goal is to document process objectives and to train people.

1 ★

All documented processes start with a basic rating of 1-star. These processes document the process owner, responsibilities for those involved, and identify the boundaries – including the starting point and deliverables. At times, these processes become embedded within larger processes as a subcomponent of overall operating procedures. At this stage, responsibilities are addressed, but there is no further information on what, or how to do it.

2 ★★

By adding in tasks, a process advances to the 2-star level. At this stage, tasks and exceptions; moments where activities may deviate from standard, are included, along with resources and KPIs to understand if deliverables are being met. Resources would include things like documentation, checklists, procedures and IT systems. This level of process qualifies for publication within your organisation. While it may not include all detail on how execution is done, a level 2 process goes deeper on responsibilities assigned and what they are doing. In process workshops the 2-star level gives sufficient information to start collecting comments with improvement suggestions from workshop participants.
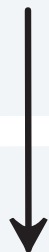
3 ★★★

A 3-star process touches on what is included in the environment, and the "how" behind process tasks and execution. Here, IT manuals (including IT system names) and relevant technology would be included or referred to, along with links to more detailed documentation, manuals / SOPS (Standard Operating Procedures), identified risks, and measures in place to check them. In addition, this would include a cycle of feedback on the process to support accuracy and compliance. This is considered the minimum scope for processes to help your organisation get "in control". The 3 star level would be sufficient for the organisation to maintain operational control. In the case of process improvement, feedback is used to capture any further improvement suggestions.

The 4-star model is used for more specific projects and responsibilities. At this level, a higher level of detail would support each step in a process. For example, with risk management, detailed information containing risks, control measures, escalation procedures, etc would be added to the processes and process steps. These details would help to provide specific instructions to the operating teams and enable detailed reporting.

Level 5, the high-detail level, only applies to processes where high detail regarding the execution of the process steps is required for a specific goal. That does not mean that all detail is needed, but that details relevant to the specific goal are all included. In line with that goal, current exceptions to standard ways of working should not only be identified, but future potential exceptions should also be considered and documented. For example, with the increasing use of robotics / RPA solutions in processes, typically all details on the execution of the process steps are needed. It is only with fully detailed instruction of how a step is executed that it can become truly automated. Another common case for high-detail level processes are organisations working in a high risk and/or certified environment. Here, the relevant process steps will likely need a level 5 detailing on how to execute the tasks and deal with the specific risks. An example of this would be review of large financial operations, or those with risk to human health and safety involved. In these situations you might need to go to level 5 for complete control and understanding of a process by the operational team.

Conclusion

The Process Maturity Model provides a concept for which level of detail is needed for the documentation of processes. However, the exact approach and level of detail documented depends on the specific goals and state of your organisation, the current status of process documentation, and where the responsibilities for these goals and process management are held.

Note: Engage Process consulting team and Partner network can assist you in creating the combination of reaching "control" of your operational processes and engaging your personnel in process exploration and improvement.

Visit our website to learn more about our platform and how we can support your organisation.Schedule your Free Trial today, or stay tuned for upcoming Open Trainings on our Events page.

About Engage Process

Engage Process offers an easy, highly effective way of mapping and analysing processes to drive improvements across your organisation. Designed to get your team involved in exploring, documenting and improving your processes. Engage Process is 100% SaaS, so you can be up and running in just one day.

It empowers staff to discuss, evaluate and improve processes together. Putting the employee first makes Engage Process a true "human centric" solution. This means proactively exploring and reimagining processes in real time, by the people who are actively working with these processes day-today. Processes create the foundation for management programmes such as cost savings, compliance, service (re)design, and digital transformation.

Over 300 organisations globally use Engage Process on a daily basis. These include City of Edinburgh Council, Tewkesbury Borough Council and Rhondda Cynon Taf County Borough Council, among others.

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