

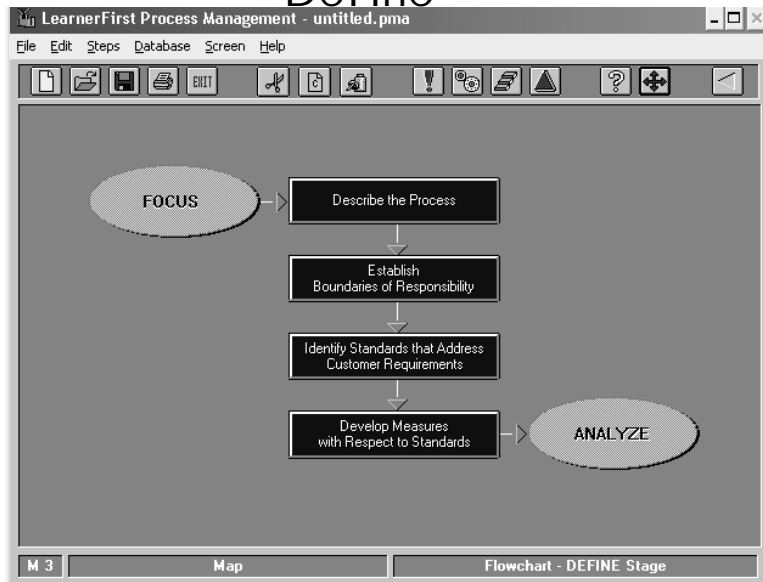
Step 2



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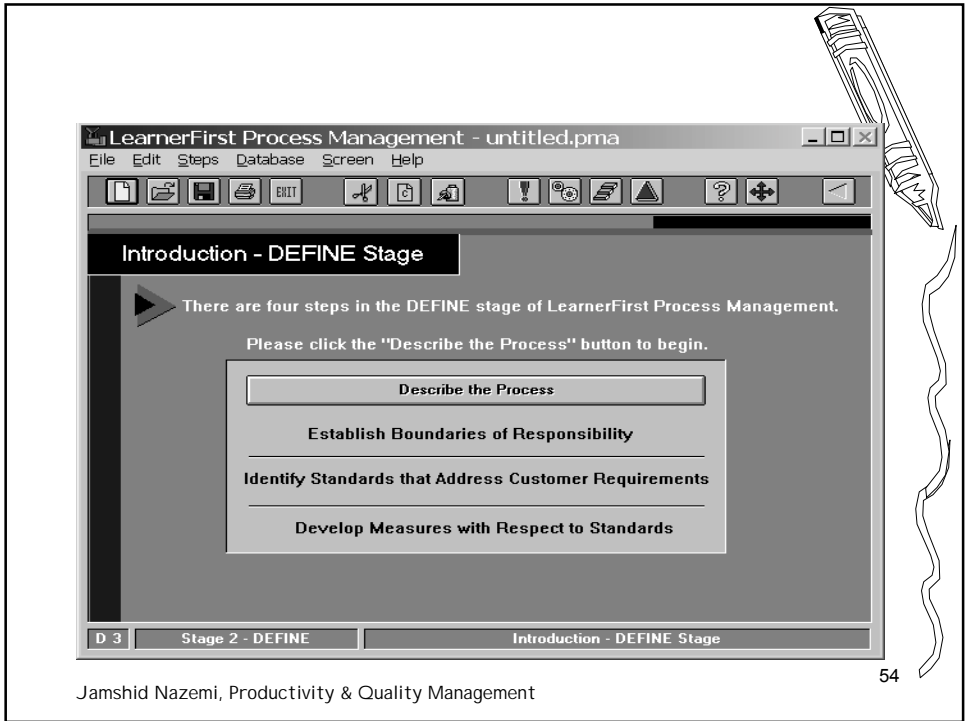
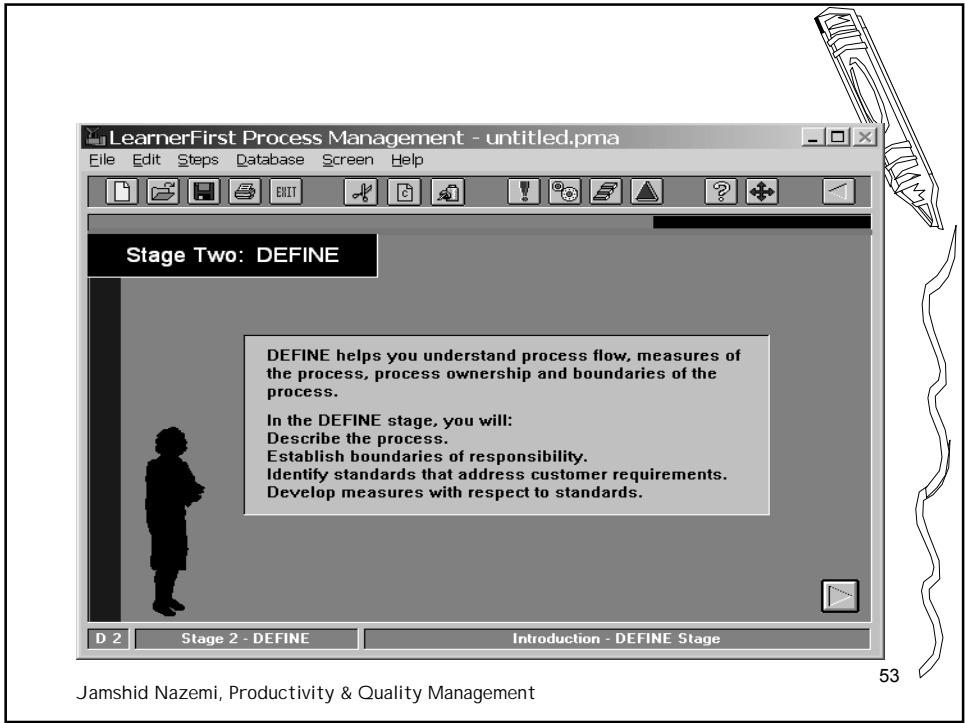
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Define



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Describe the Process

▶ **What is this step?**

In this step, you will describe the process - an interrelated set of activities that converts inputs into a product or service.

▶ **Why is this step done?**

Gain a common understanding.
 Determine how the process currently operates.
 Define the process boundaries.
 Identify interfaces between customers and suppliers.
 Determine where measures can be applied.

D 4 Stage 2 - DEFINE Describe the Process - Introduction

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Describe the Process

Your process:

There are two main tools that you can use to describe the process:

S.I.P.O.C. S.I.P.O.C. is a method used to identify suppliers, inputs, processes, outputs, customers, requirements, and measures.

Flowchart A flowchart is a pictorial way to describe the actions and decisions that make-up the process.

Note: As you describe the process, please look for any documentation that will provide a helpful starting place. Look for: procedures manuals, checklists, operations routing sheets, job aids, instruction sheets, inspection plans, operations manuals, etc.

D 5 Stage 2 - DEFINE Describe the Process

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S.I.P.O.C. - Introduction

▶ With S.I.P.O.C. analysis, you will describe the process by identifying suppliers, inputs, outputs, customers, requirements, and measures. The next six screens will guide you through S.I.P.O.C. analysis. If you would like an introduction to S.I.P.O.C. analysis, then click the example below.

S.I.P.O.C. example

Click here to proceed with S.I.P.O.C. analysis.

D 6 Stage 2 - DEFINE S.I.P.O.C. - Introduction

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The Process of Making Popcorn

Supplier → Input → Process → Output → Customer

Supplier
Supplier
Supplier

Customer
Customer
Customer

Grocery Store
Convenience Store
Vending Machine
Farmer

white popcorn
hullless
regular
upon demand
2 cup minimum
oil
stovetop
electricity
old-time pot
salt 2 qt. bowl

Description - Making
 1. Pre-heat stove.
 2. Add 4 tbs oil to pot.
 3. Add 1 cup corn.
 4. Place pot on stove.
 5. Shake until pops are 5 seconds apart.
 6. Take off stove.
 7. Pour into bowl.
 8. Add salt.
 9. Serve warm.

hungry popcorn eaters!

steam
popped kernels
unpopped kernels
heat
2 qts in a bowl
dirty pot
hot stovetop

D 6 Stage 2 - DEFINE S.I.P.O.C. - Introduction

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S.I.P.O.C. - Output

Your process:

```

  graph LR
    S1[Supplier] --> I1[Input]
    S2[Supplier] --> I1
    S3[Supplier] --> I2[Input]
    I1 --> P[Process]
    I2 --> P
    P --> O[Output]
    O --> C1[Customer]
    O --> C2[Customer]
    O --> C3[Customer]
  
```

Type in the outputs related to the process. An output is a result of the process. An output should be tangible. Examples of outputs include: a manufactured product, a completed work order, a purchase order, a completed sales transaction.

D 7 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Output

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S.I.P.O.C. - Select an Output

Below is a list of the outputs you entered in the previous screen. Here, you should select the most important output from the list. Make sure that your customer agrees that it is the most critical output.

For your process:

Double-click on the most important output from your list.

Selected output:

D 8 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Select an Output

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S.I.P.O.C. - Measures

Please identify measures for the output from the previous screen.

A measure is quantifiable data. Examples: cycle time, % late, temperature, weight. For each measure, make sure that your customer agrees that this is a way to evaluate the output.

For this output:

Please identify its measures.

D 9 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Measures

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S.I.P.O.C. - Customers Customers are individuals who are affected by or receive the outputs (products or services).

```

  graph LR
    S1[Supplier] --> I1[Input]
    S2[Supplier] --> I1
    S3[Supplier] --> I2[Input]
    I1 --> P[Process]
    I2 --> P
    P --> O[Output]
    O --> C1[Customer]
    O --> C2[Customer]
    O --> C3[Customer]
  
```

For this output:

Please identify its internal and external customers.

D 10 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Customers

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S.I.P.O.C. - Inputs Inputs are all materials, information, support, energy, etc. Inputs are required to operate processes.

```

    graph LR
      S1[Supplier] --> I1[Input]
      S2[Supplier] --> I1
      S3[Supplier] --> I2[Input]
      I1 --> P[Process]
      I2 --> P
      P --> O[Output]
      O --> C1[Customer]
      O --> C2[Customer]
      O --> C3[Customer]
  
```

For this process:
 Please identify its inputs.

D 11 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Inputs

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S.I.P.O.C. - Suppliers Suppliers are entities that supply materials, information, energy, etc. to inputs and the process.

```

    graph LR
      S1[Supplier] --> I1[Input]
      S2[Supplier] --> I1
      S3[Supplier] --> I2[Input]
      I1 --> P[Process]
      I2 --> P
      P --> O[Output]
      O --> C1[Customer]
      O --> C2[Customer]
      O --> C3[Customer]
  
```

For these inputs :

Who or what are the suppliers to the inputs?

Good! You have completed S.I.P.O.C. analysis. Next, you will enter information to create a flowchart of the process.

D 12 Stage 2 - DEFINE Describe the Process - S.I.P.O.C. - Suppliers

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Describe the Process - Flowchart

Click here for an example.
Flowchart Example

Flowcharts provide a common understanding of the process and help you find bottlenecks. Every process is made up of steps (activities). As you identify the steps that make up the process, think from your customer's perspective.

For this process:

Enter each major activity (step). Please enter the activities in order. Strive to maintain a consistent level of detail for each activity.

D 13 Stage 2 - DEFINE Describe the Process - Flowchart

Describe the Process - Flowchart

Example of a Flowchart

```

graph TD
    START[START] --> TypeMemo[Type a Memo]
    TypeMemo --> NeedsCorrection{Needs correction?}
    NeedsCorrection -- Yes --> MakeCorrection[Make correction]
    MakeCorrection --> SendAddressee[Send to addressee]
    NeedsCorrection -- No --> SendAddressee
    SendAddressee --> END[END]
  
```

Identifies the starting or ending point of a process.

Identifies a process activity.

Identifies a decision.

OK

D 13 Stage 2 - DEFINE Describe the Process - Flowchart

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Describe Each Activity

▶ Congratulations! You have completed S.I.P.O.C. analysis and have identified the activities (steps) that make up your process.

At this point, you should describe each of the activities in your process. In order to describe each activity please click the "Activity" button in the Toolbar.

This is the "Activity" button and when you click it, you can view or edit detailed information about each of the activities that make up your process.

D 14 Stage 2 - DEFINE Describe Each Activity

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LearnerFirst Process Management - Activity Database

Process Name:

Activity name (description of activity/step):

Type: Action Decision

Purpose:

Function/Area:

Processing Time:

Cycle Time:

Cost:

Value? Value added Non-value added/Essential Non-value added/Non-essential

Notes about this Activity:

OK Add Delete Help

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S.I.P.O.C. Analysis

S.I.P.O.C. Analysis Process:

- S.I.P.O.C. is a method used to identify Suppliers, Inputs, Processes, Outputs, Customers, and associated requirements/measures. An output is a result of the process. An output should be tangible or easily be made tangible.
- A measure is quantifiable data. Customers are individuals who are affected by the outputs (products or services).
- Inputs are all materials, information, support, energy, etc. tangible or intangible, required to operate processes.
- Suppliers are entities that supply materials, information, energy, etc. to processes.
- For this Process:
- Outputs :
- Selected Output:
- Measures of Selected Output:
- Customers:
- Inputs :
- Suppliers :

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Flowchart

Flowchart - Block Diagram

are useful because they: provide a common understanding of the process; are helpful in finding bottlenecks; aid in discussion of the process; help you focus. Every process is made up of steps (activities).

Start of Process
End of Activity
End of Process



اطلاعات برای هر فعالیت

Activities Description

Name:
Purpose:
Type:
Process Time:
Cycle Time:
Cost:
Notes:
Total Process Time:
Total Cycle Time:



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Establish Boundaries of Responsibility

- ▶ What is this step?
 In this step, you will define managerial boundaries within or between organizations.
- ▶ Why is this step done?
 Establish primary responsibilities for analyzing and improving the process.
 Understand where responsibilities begin and end.
 Establish who will have primary responsibility for analyzing and improving the process.

D 16 Stage 2 - DEFINE Establish Boundaries of Responsibility - Introduction

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Establish Boundaries of Responsibility

▶ Please respond to four questions for each activity. The activities shown below are the same activities that you identified in the preceding flowcharting step ("Describe the Process").

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For this activity:

Who is accountable for this activity?

Previous Q 1 of 4 Next Q

D 17 Stage 2 - DEFINE Establish Boundaries of Responsibility

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Establish Boundaries of Responsibility - Conclusion

The purpose of establishing boundaries of responsibility is to eliminate big overlaps or "gray zones." Seldom do associates argue over giving away ownership; usually the issue is who really does own the process.

Based on the responses to the questions in this step, one report is available.

Boundaries of Responsibility

In the next step, you will identify standards that address customer requirements.

D 18 Stage 2 - DEFINE Establish Boundaries of Responsibility - Conclusion

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Boundaries of Responsibility

Boundaries of Responsibility help you to: Clearly establish primary responsibilities for analyzing and improving the process; understand where responsibilities begin and end. The purpose of establishing limits of ownership is to eliminate big overlaps or "gray zones." Seldom do associates argue over giving away ownership; usually the issue is who really does own the process.

Name:
 Q. Who is accountable for this activity?
 A.
 Q. Where is it performed (organizationally)?
 A.
 Q. Who currently has the authority to change this activity?
 A.
 Q. What do you need to do to reconcile the ownership of this activity with the next higher level management team?
 Also, reconciliation across and down the organization is valuable to clarify limits and grey zones of ownership.
 A.

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Identify Standards that Address Customer Requirements

- ▶ **What is this step?**
 In this step, you will establish and communicate standards that address customer requirements.
- ▶ **Why is this step done?**
 Establish performance criteria necessary to meet and/or exceed customer needs.
 Ensure that all customer requirements are known.
 Develop appropriate measures.

D 19 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Identify Standards that Address Customer Requirements

- ▶ A customer requirement is a want or need. It should be expressed by a clear characteristic or specification.
 A standard is a way to judge whether or not a customer requirement has been fulfilled. A standard should be quantifiable.

To ensure that all customer requirements are known, gather information from: customer surveys, sales and marketing information, focus groups, complaint data, site visits, benchmarking data, issues of competitiveness, or trends.

Identifying the wrong standards is serious! With the wrong standards, you may be reinforcing the wrong behavior, setting targets that are impossible to reach, drawing attention away from the external customer, or creating conflicts in other parts of your organization.

Click here for an example of a customer requirement and its associated standard. [Example](#)

D 20 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Identify Standards that Address Customer Requirements

A customer requirement is a want or need. It should be expressed by a clear characteristic or specification.
 A standard is a way to judge whether or not a customer requirement has been fulfilled. A standard should be quantifiable.

Example - Standard that Addresses Customer Requirement
 Customer Requirement = "rapid response" for problem
 Standard = 24-hour customer call-back or problem resolution
 Measure = Variation of call-back time elapsed from customer

Click here for an example of a customer requirement and its associated standard.

D 20 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Identify Standards that Address Customer Requirements

In "Describe the Process," you identified an output and customers for the output. Now, you will identify customer requirements for the output. Examples of requirements are: convenience, service, price, delivery, installation, response time, design.

Name of output:

Customers for this output:

What are the customer requirements for this output?

D 21 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Identify Standards that Address Customer Requirements

A standard is a way to determine if you have performed in a way that fulfills your customer's requirement. Please identify a standard for each of the requirements you identified in the previous screen.

0 of 0

For this customer requirement:

What are the standards for this requirement?

D 22 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Identify Standards that Address Customer Requirements - Conclusion

Great! Now that you have identified standards that address your customers' requirements, you are ready to identify measures for each of the standards.

In the next step, you will develop measures with respect to standards.

D 23 Stage 2 - DEFINE Identify Standards that Address Customer Requirements

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Develop Measures with Respect to Standards

What is this step?
 In this step, you will identify what data is needed to know if the process is meeting the standards.

Why is this step done?
 Know how the process is performing with respect to customer requirements. Ensure that the data you collect helps you manage and improve the process.

D 24 Stage 2 - DEFINE Develop Measures with Respect to Standards - Introduction

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Develop Measures with Respect to Standards

For each standard, please identify a measure. The measure is the data needed to evaluate the process against the standard. As you identify measures, ask yourself - If fulfilled, would this measure delight the customer? Is this measure too restrictive?

Click here for additional assistance. Assistance

0 of 0

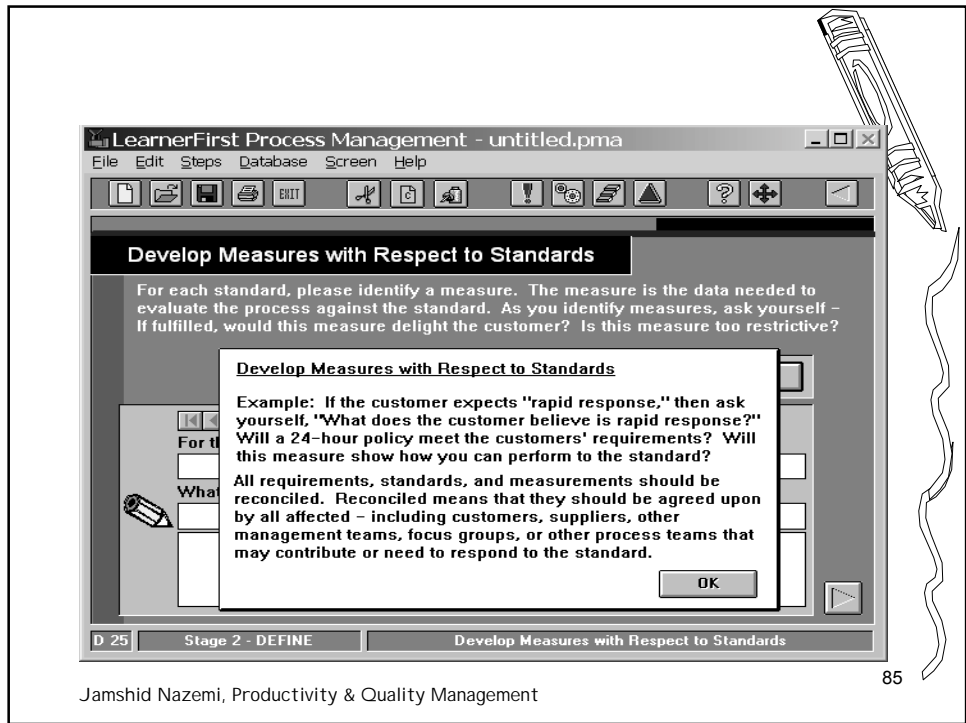
For this standard:

What are the measures for this standard?

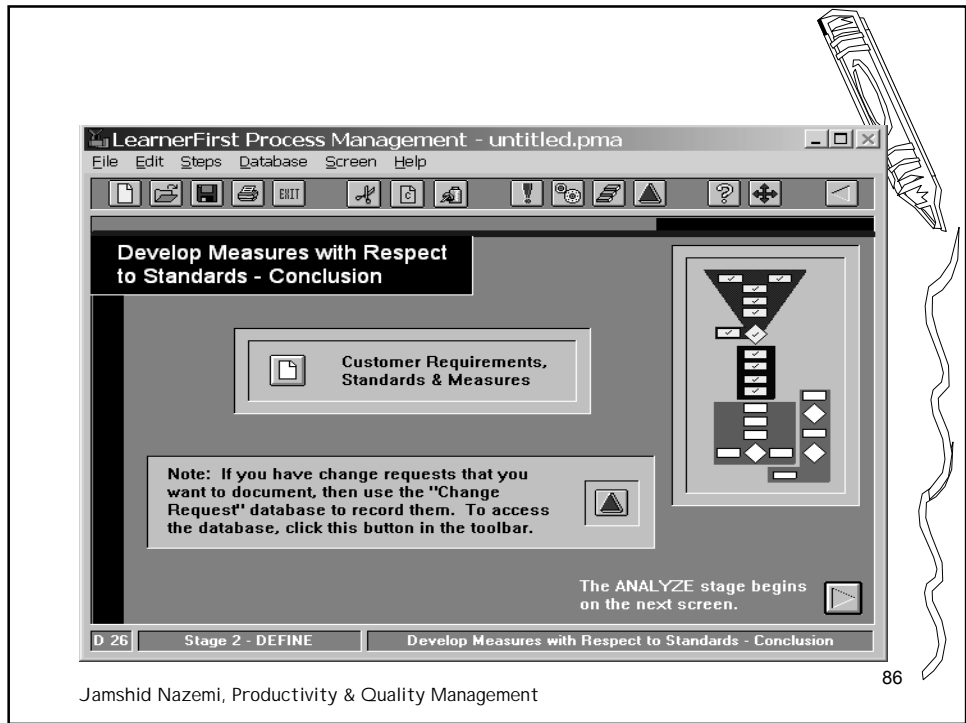
D 25 Stage 2 - DEFINE Develop Measures with Respect to Standards

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Customer Requirements, Standards and Measures Process:

A customer requirement is a want or need. It should be expressed by a clear characteristic or specification.

A standard is a quantifiable representation of expected process performance necessary to meet and/or exceed customer requirements. The measurement is the data needed to evaluate the process against the standard.

Name of the selected Output:

List of Customers:

List of Customer Requirements:

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0 of 0

Change Request (description of the change)

Who suggested the change?

Who will implement the change?

Date when change request was recorded:

When is the expected completion date of this change request?

What is the expected improvement from this change request?

Time Savings Customer Delight

Financial Savings Other

Completion Date:

Actual Improvement:

Follow-up:

Notes about this Change Request:

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