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Author contact

Abstract

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# Foreword

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# Current state

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## ***Key metrics – process performance***

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| Indicator | Current target | Current performance |
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## ***Key metrics – data analysis***

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| Indicator | Current target | Current performance |
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# Strategic Objectives

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## ***Key metrics – process performance***

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| Indicator | Current performance | Targeted performance |
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## ***Key metrics – data analysis***

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# The approach to be taken

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**The 8 stage approach**

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| **First stage –**  … |
| **Second stage –**  … |
| **Third stage –**  … |
| **Fourth stage –**  … |
| **Fifth stage –**  … |
| **Sixth stage –**  … |
| **Seventh stage –**  … |
| **Eighth stage –**  … |

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# Timeline

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| **First stage –** |
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| **Second stage –** |
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| **Third stage –** |
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| **Fourth stage –** |
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| **Fifth stage –** |
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| **Sixth stage –** |
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| **Seventh stage –** |
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| **Eighth stage –** |
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# Scope

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| **Processes in scope**  … |

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| **Systems in scope**  … |

# Not in scope

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| **Processes not in scope**  … |

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| **Systems not in scope**  … |

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# Risk – of doing nothing

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| Indicator | Current performance | Risk |
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| Indicator | Current performance | Risk |
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# Risk – of conducting a ?? improvement initiative

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| **Risk 1:** …  *Mitigation: …* |
| **Risk 2:** …  *Mitigation: …* |
| **Risk 3:** …  *Mitigation: …* |
| **Risk 4:** …  *Mitigation: …* |

# Roles

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**Initiative Team**

|  |  |  |
| --- | --- | --- |
| **Initiative Role** | **Person** | **Current job title** |
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**Wider stakeholders**

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| --- | --- | --- | --- | --- | --- |
| **Person** | **R** | **A** | **S** | **C** | **I** |
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# The detailed plan for delivery

## ***Define***

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| --- |
| **First stage – Define**  We will use this time to define the current situation. This will involve:   * Analysing current datasets to understand any trends in the problems faced. * Interviewing team members to understand their perspective and experiences. * Interviewing end users of the Procurement Department’s services to understand their experiences.   We will leave this stage crystal clear on the problems, the experiences and the processes in scope. |

The items below can be used as a checklist of items to work through as part of this initiative. They can also be added to your initiative plan by your Initiative Manager to work through throughout your initiative with timelines and deliverables assigned to them.

**Activities to conduct**

|  |  |
| --- | --- |
| Define what data is needed |  |
| Reach out to those who can provide said data |  |
| Collect relevant data required | This will include customer feedback / complaints |
| Analyse the data collected |  |
| Baseline the data collected |  |
| Identify trends in the data analysed |  |
| Present back the findings |  |
| Define the scope of the initiative |  |
| Identify key stakeholders within the team | Including Management |
| Identify key stakeholders impacted | Stakeholder analysis |
| Interview all stakeholders | These interviews will include pre-set, targeted questions to get the information needed |
| Redefine scope if new information emerges |  |
| Pull together a VOC survey for end users | Voice of the customer survey |
| Send out the VOC survey with 2 week deadline |  |
| Interview and meet with end users of service |  |
| Analyse survey results |  |
| Analyse feedback results and combine the two |  |
| Redefine scope if new information emerges |  |
| Build out your Initiative Charter | This will identify scope, problem, risks etc. |

At the end of this stage, the key deliverables will be:

* Voice of the customer analysis.
* Well defined scope.
* A initiative charter.

## ***Plan***

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| **Second stage – Plan**  We will use this time to plan out what needs to be done in this initiative. This will involve:   * Identify any additional activities that need to be completed outside of this list. * Plotting all activities in a initiative plan. * Assigning the tasks to owners, scheduling the timeframe and scheduling updates.   We will leave this stage with a clear plan of what needs to be done, when and by whom. |

**Activities to conduct**

|  |  |
| --- | --- |
| Identify the needs of the team |  |
| Speak with key stakeholders & teams |  |
| Identify who will join the initiative team | Fairly simple task as others will identify |
| Review this list of activities to complete |  |
| Identify any gaps, based on work done so far |  |
| Transfer all activities over to a initiative plan |  |
| List out the activities in the order to be done |  |
| Add timeframes to each activity | This can be numbers or a Gantt Chart |
| Assign each task an owner |  |
| When complete, communicate the plan out | Send around initiative team and key stakeholders |
| Schedule the relevant update meetings |  |
| Build and schedule the status update |  |

At the end of this stage, the key deliverables will be:

* The final initiative team.
* A complete initiative plan.
* Update meetings scheduled.

## ***Map***

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| **Third stage – Map**  We will use this time map out the current problems the team are facing. This will involve:   * Mapping the current state processes via process mapping workshops. * Identifying on the maps where the problems are occurring. * Making the data we have graphical and visual.   We will leave this stage with a clear visual on all in scope processes, problems and data. |

**Activities to conduct**

|  |  |
| --- | --- |
| List out all of the processes in scope |  |
| Identify who needs to attend which workshop |  |
| Schedule the workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the process mapping workshops | Have a facilitator, good mapping software etc. |
| Map out:   * The workflow * All activities * All hand offs * Who is involved * Which systems are involved |  |
| Run through the processes to check |  |
| Discuss / bring up problems identified before |  |
| Plot on the maps where these are occurring |  |
| Plot the extent of the problem | The size and scope in certain parts. |
| Use data to plot further information:   * Customer complaints * Delays to the process |  |
| Ensure the maps are colour coded | Red – Green depending on size of issue |
| Conduct process analysis |  |
| Identify rework loops or bottlenecks |  |
| Highlight risks |  |
| Highlight opportunities for improvement |  |
| Close workshops |  |
| Tidy up maps and send out for review |  |
| Finalise maps |  |

At the end of this stage, the key deliverables will be:

* Fully detailed, end to end process maps.
* A visual representation of the problem faced.
* A visual representation of all key data mapped.

## ***Analysis***

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| **Fourth stage – Analysis**  We will use this time to understand why the problems are occurring. This will involve:   * Root cause analysis workshops to understand the why behind the problems. * Understand the *potential* causes and land on the *actual* causes. * Gap analysis of current state processes compared with potential future state processes.   We will leave this stage knowing exactly why the problems have been occurring, armed with a list of causes and knowledge of what waste exists, where and the potential to remove it. |

**Activities to conduct**

|  |  |
| --- | --- |
| Review data and conversations had so far |  |
| List out all problems and issues identified |  |
| Pareto Chart the issues | This will identify if 80% of the issues are being generated by 20% of the causes |
| IF *many* issues to address, prioritise |  |
| IF *not many* issues to address, include all |  |
| Identify who needs to be in future workshops | These will be the root cause analysis workshops |
| Schedule root cause analysis workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the RCA workshops |  |
| In the workshops:   * Root cause key problems identified * The causes of the causes * Use effective root cause tools | Tools to include fishbone diagram, 5 whys, drill down etc. |
| Identify who needs to be in future workshops |  |
| Schedule detailed analysis workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the detailed analysis workshops |  |
| In the workshops:   * Plot on the process maps where improvements and opportunities can be found. * Plot the root causes. * Explain, in detail, why the improvements will happen there. | This will help in the future improvement workshops to come in the next phase of the initiative. |
| Close workshops | All issues must have causes associated with them |

At the end of this stage, the key deliverables will be:

* All problems root caused.
* *Actual* causes identified.
* Process maps containing further information.

## ***Improvement***

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| **Fifth stage – Improvement**  We will use this time to identify the solutions and changes needed. This will involve:   * A workshop to identify all *potential* improvements to address waste and productivity. * A workshop to identify all *potential* solutions to be deployed to address problems. * Work through the maps to transfer *potential* to *actual* that will be deployed.   We will leave this stage knowing exactly the changes and improvements to be delivered and which ones have been parked for now. |

**Activities to conduct**

|  |  |
| --- | --- |
| Identify who needs to be in future workshops | These will be improvement workshops |
| Schedule improvement workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the improvement workshops |  |
| In the workshops:   * Identify all waste within the process * Identify all opportunities present * Identify the improvements you want |  |
| Identify who needs to be in future workshops |  |
| Schedule solutions workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the solutions workshops |  |
| In the workshops:   * Identify all *potential* solutions * Plot these within the processes | These are to fix the problems and issues we have been seeing. |
| Schedule mapping workshops |  |
| In the invites, detail the agenda of the workshops |  |
| Run the mapping workshops |  |
| In the workshops:   * Using current maps, map future state * Add improvements and solutions in * Conduct a gap analysis | These will be the proposed future state maps to be deployed in the business. |
| Close workshops |  |
| Take maps away to amend and finalise |  |
| Send maps out for review |  |

At the end of this stage, the key deliverables will be:

* All improvements and solutions identified and mapped.
* Future state process maps completed.

## ***Preparation***

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| **Sixth stage – Preparation**  We will use this time to get the processes and teams ready for go LIVE. This will involve:   * Test the improvements and solutions using dummy data and scenarios. * Pilot testing the changes using a small sample size. * Plan for the full go LIVE of the changes, including an implementation plan.   We will leave this stage with full confidence that the changes and improvements are the correct ones and will land well on day 1 of go LIVE. |

**Activities to conduct**

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| --- | --- |
| Build a testing plan |  |
| Gather and set up the dummy data and processes |  |
| Set up the test scenarios |  |
| Run the test scenarios |  |
| Analyse the results of the test scenarios |  |
| Repeat the testing as many times as needed |  |
| Schedule the pilot test |  |
| Choose the small sample to test |  |
| Identify who will be involved in this testing |  |
| Communicate out what this will entail |  |
| Run the pilot testing |  |
| Review the results of the pilot testing |  |
| Repeat the test as many times as needed |  |
| Fix any issues identified |  |
| Close the testing |  |
| Update future state process maps to NEW   * Add in any changes made |  |
| Build the implementation plan |  |
| Communicate out the implementation plan |  |
| Schedule any meetings, sessions required |  |

At the end of this stage, the key deliverables will be:

* Testing and piloting results document.
* An implementation plan.
* All new process maps.

## ***Deployment***

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| **Seventh stage – Deployment**  We will use this time to deploy the solutions and changes needed. This stage may take some time, depending on the types of improvement. This will involve:   * Deploying the changes as per the implementation plan built in stage 6. * Ensuring Change Management in check. * Communicating out the changes to all.   We will leave this stage with all improvements and changes deployed and the new situation LIVE. |

**Activities to conduct**

|  |  |
| --- | --- |
| Activate the implementation plan |  |
| Deploy all process changes as per that plan |  |
| Communicate out that the work is happening |  |
| Monitor the performance throughout delivery:   * Keep an eye on data * Keep an eye on feedback |  |
| Ensure all change is managed efficiently |  |
| Build out communications to send throughout |  |
| Send out comms before, during and after | Communication is absolutely critical here. |
| Ensure new process maps are readily available |  |
| Formally close the implementation stage |  |

At the end of this stage, the key deliverables will be:

* New processes / changes LIVE.
* All teams and departments well informed.

## ***Control***

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| **Eighth stage – Control**  We will use this time to ensure the changes deployed will last. This will involve:   * Adding the right controls into the amended processes (if not already done). * Set up the tracking / control charts to analyse long term performance data. * Compare the performance of the new processes with original baseline data. * Communicate out benefits realisation.   We will leave this stage with the business improvement initiative now completed and closed with full confidence the changes we have made will last the test of time. |

**Activities to conduct**

*Please note, some of the work around building in controls to the processes would have already been done. If so, you can pass over those steps.*

|  |  |
| --- | --- |
| Identify where controls may be required | This will be based on work done so far and performance of new processes so far. |
| Build out a control plan |  |
| Work to add these controls in |  |
| IF controls already in place, assess the need to tighten these |  |
| If required, tighten said controls |  |
| IF not already done, set up:   * Control tracking * Process performance tracking * Control charts |  |
| Compare baseline data with new data |  |
| Conduct a lessons learned exercise |  |
| Send out the benefits realisation piece   * Includes benefits of initiative * Outcome of all work done * Baseline vs. new performance data |  |
| Formally close the initiative:   * Thank the team involved * Ensure all documentation is updated * Highlight outstanding recommendations |  |

At the end of this stage, the key deliverables will be:

* A control plan.
* Lessons learned pack.
* Benefits realisation piece.

# End

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## ***Key metrics – process performance***

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| Indicator | Current performance | Targeted performance |
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## ***Key metrics – data analysis***

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| Indicator | Current performance | Targeted performance |
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