

# BUSINESS PROCESS MODELLING

## LEARN HOW TO

- ✓ Describe the Business Process Modelling (BPM) framework
- ✓ Define key BPM terms and concepts
- ✓ Plan and conduct major activities—including workflow modelling—performed during each phase of process modelling
- ✓ Apply BPM methodologies and techniques specific to the BA's role and responsibilities

## COURSE OVERVIEW

This course provides participants with the opportunity to perform the four phases of a process improvement project—Define, Analyse, Implement, and Control—which have been derived from the phases of the industry's leading process improvement models. The key deliverables and outputs for the business analyst are emphasised during each phase, as well as the importance of tying all outputs back to the business strategy. Participants practice identifying and prioritising the processes that require improvement, as well as creating the documents needed to communicate these changes to the rest of the organisation. Participants focus on the competencies necessary to perform workflow modelling and create AS-IS and TO-BE process maps. Finally, participants learn how to conduct a gap analysis, create new process benchmarks, and develop measurements for tracking the effectiveness of the new processes.

Participants leave this course with the preparation necessary to perform BA responsibilities within the process improvement process and to employ the required skills in accordance with sensitive cost, organisational, and stakeholder requirements.

The third day is a hands-on immersive workshop experience providing participants with an opportunity to work through the entire process, from understanding the business problem to a completed, validated and communicated TO-BE business process model.

## COURSE TOPICS

### Introduction: Business Process Modelling

- Welcome to business process modelling
- Course scope
- Business analysis

### Overview of Business Process Modelling

- Terms and concepts
- Brainstorm
- What is a process?
- Process models
- Why are we modelling?
- Process improvement
- Key benefits and drivers of process improvement

### Define

- Identify processes to be improved
- Identify critical to quality (ctq) attributes
- Context of process improvement
- Chance of success
- Stakeholders

### Analyse (Modelling)

- Process models and modelling
- Process vs. Function
- Components of a process diagram
- Constraints
- Decisions and alternative paths
- Merge nodes
- Parallel paths

- Actors and swim lanes
- Deliverables
- Observing the process firsthand
- As-is process diagram
- Schedule and conduct workflow modelling sessions
- Build the high-level diagram
- Root cause analysis
- Five whys
- Cause-and-effect diagram

### Analyse (Metrics)

- Measuring process performance
- Measuring performance of the as-is process
- Metrics
- Investigation
- Process benchmarking

### Implement

- Formulate Measurements for the New process
- Measuring performance of the new process
- The to-be process
- Six process improvement enablers
- Managing process change
- Decide on approach
- Gap analysis process
- Communicate implementation findings
- Prepare to transition to new process
- Roll process into production document and implement new process

### Control

- Monitor the new process
- Continuously improve the process

### Business Process Modelling Workshop

- Modelling workshop (exercises throughout each section)
- Defining the process scope
- Identifying the business process
- Producing the as-is process diagram
- Identifying appropriate metrics
- Using a fishbone diagram
- Identifying areas for improvement
- Identifying impacts of change
- Producing a to-be diagram
- Creating a gap analysis
- Creating a cost-benefit analysis
- Determining process monitoring
- Preparing and presenting recommendations