BUSINESS PROCESS MANAGEMENT PART 3: SUPPORTING PROCESSES
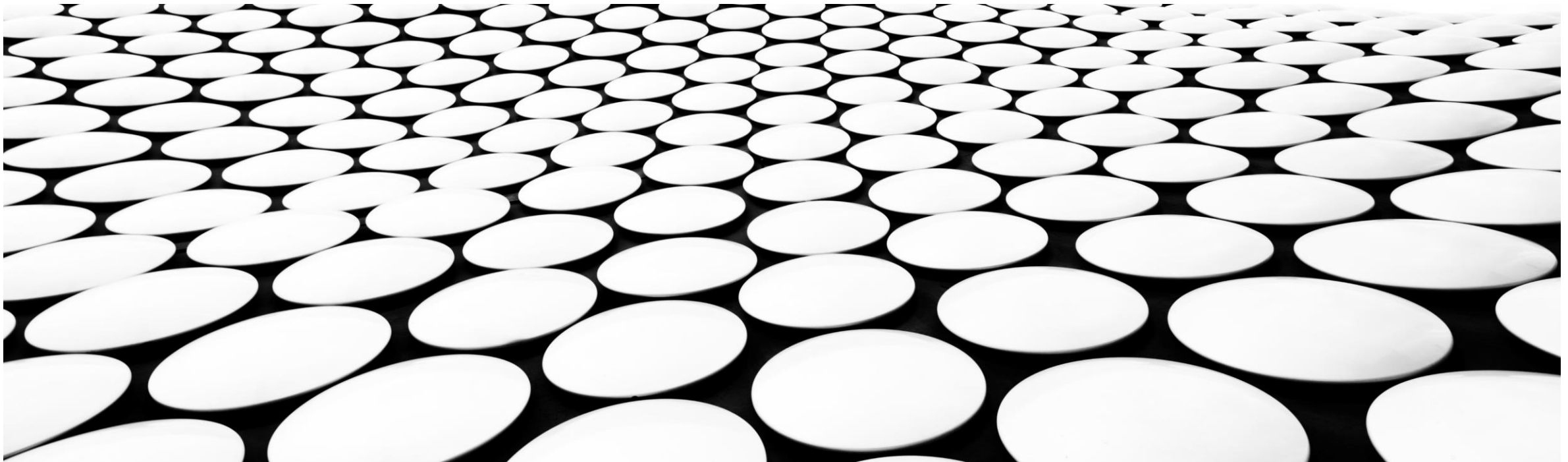
დასაქმების ხელშეწყობის
სახელმწიფო სააგენტო

SUPPORTING PROCESSES AT A GLANCE

AGENDA

This list doesn´t claim to be comprehensive!

AGENDA

9. STAKEHOLDER MANAGEMENT PROCESSES

- TOOL: PROJECT MANAGEMENT WHEEL

- TOOL: PESTLE

- TOOL: SALIENCE MODEL

10. ITIL SERVICE MANAGEMENT PROCESSES

- EXAMPLE: IT-CHANGE ENABLEMENT

11. ISO 9001:2015 QUALITY MANAGEMENT PROCESSES

12. ERM MANAGEMENT PROCESSES ACCORDING COSO

13. CONTROLLING PROCESSES

14. PERFORMANCE MANAGEMENT PROCESSES

15. PROCUREMENT PROCESSES

16. FACILITY MANAGEMENT

This list doesn´t claim to be comprehensive!

INTRODUCTION

1. Risk Statement on Strategy Implementation

Only 10% of organizations execute their strategy

BARRIERS to STRATEGY EXECUTION

Vision Barriers	People Barriers	Resource Barriers	Management Barriers
Only 5% of the workforce understands the strategy	Only 25% of managers have incentives linked to strategy	60% of organizations don't link budgets to strategy	85% of executive teams spend less than one hour per month discussing strategy

StraPP BPSH

2. Stumbling Blocks

Source: https://organisationsberatung.net/strategieentwicklung-methoden-modelle/

Draft: Process Landscape of SESA Georgia

Management Processes

| Strategy | HR-Processes | Operational Control | Budget | Risk Management | Qu... M... |

Core Processes

Jobseeker

Employer

Training Providers

Others

- Consulting & Mediation
- Promotion Payments
- Livelihood Payments (e.g. SSA)

Supporting Processes

| IT | Infrastructure | Finance | Internal Control | Audit | Marketing |

The future starts right now! What kind of Organisation is SESA meant to be in the future?

In contrast to this landscape, ICT can be a core process in whole or in part!

4. Ingredients of each Process: The Turtle Diagram

WITH WHOM?	RISK
With which employees, resources and external companies?	What risks exist?

PROCESS OWNER

Who is responsible for the process?

WITH WHAT?	RISK
What equipment, software, devices, etc. are used?	What risks exist?

INPUTS	RISK
Raw materials (e.g. paper, materials), information, etc. What, when, how, with what and where?	What risks exist?

PROCESS LANDSCAPE

OUPUTS	RISK
Products, services, etc. What, how, when, where and with what?	What risks exist?

HOW?	RISK
How exactly is the process carried out? Are there planning parameters? baselines? Progress targets?	What risks exist?

REQUIREMENTS

What legal requirements exist that influence the process? Or does the customer have special requirements? Are there performance promises and service level agreements?

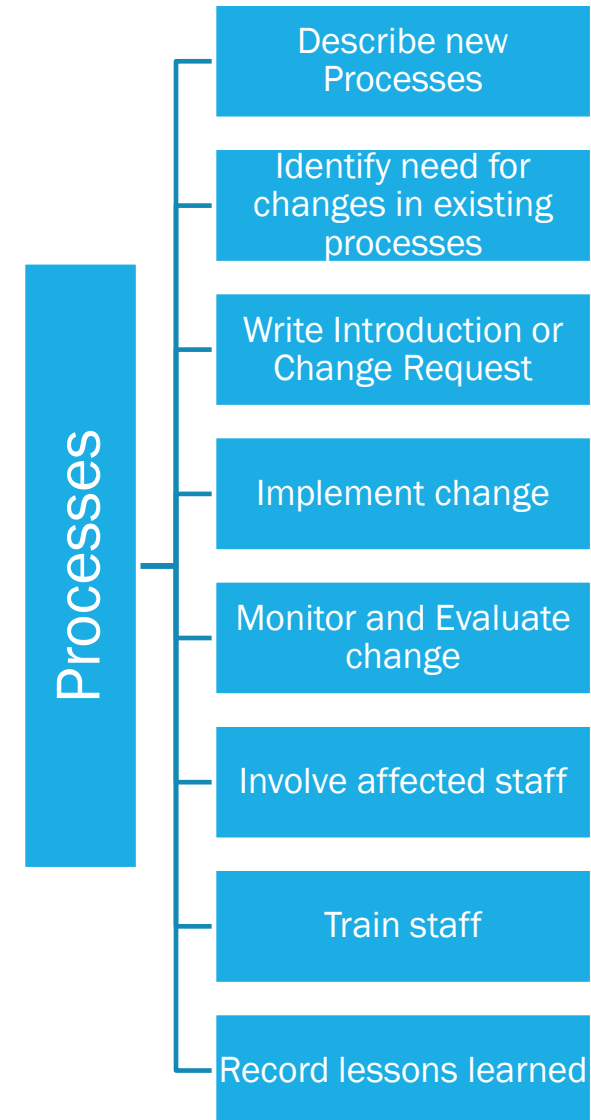| HOW TO MEASURE?	RISK
Which indicators, Key Performance Indicators, etc. are used to measure the success of the process?	What risks exist?

SUPPORTING PROCESSES

1. Business Process Management

It is a strategic decision to introduce Business Process Management (top down decision). Once the top management has decided to implement BPM, all questions raised by the Turtle Diagram must be answered. Because for Business Process Management itself there are a number of operational processes to define.

In principle, not all business processes need to be mapped in BPM. It is imperative that those processes that run frequently and therefore have the potential to be fully or partially automated should be included.

Processes

- Describe new Processes
- Identify need for changes in existing processes
- Write Introduction or Change Request
- Implement change
- Monitor and Evaluate change
- Involve affected staff
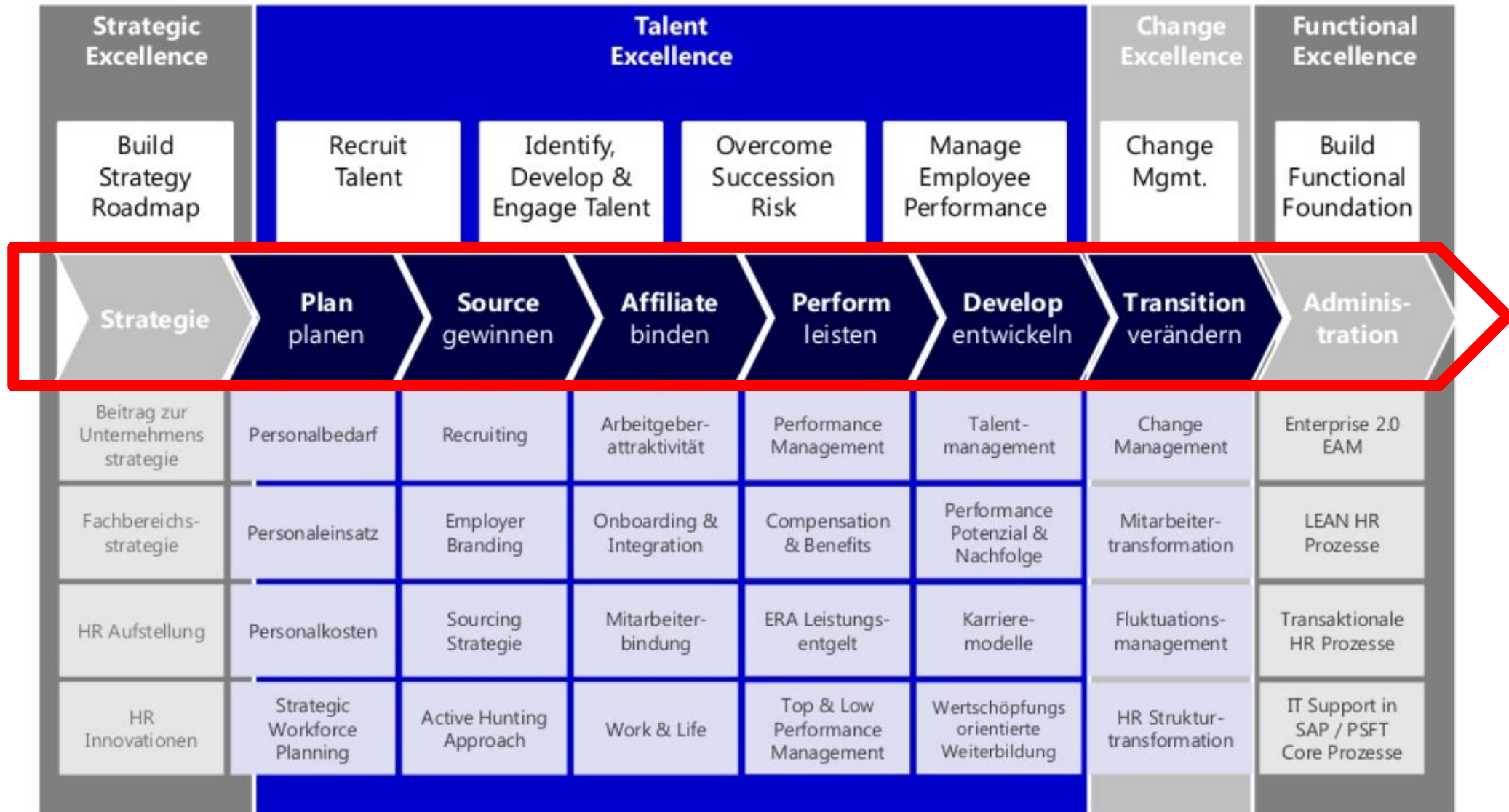- Train staff
- Record lessons learned

2. Planning Processes

- The planning process always includes an impact and demand analysis of the existing supply and an adaptation to changing overall conditions, either on the labour market or in the needs of customers.
- As a rule, these findings were already implemented during the year in order to achieve the objectives.
- The planning process must take into account the requirements of the local labour market, the potential and support needs of the customers, the legal requirements and the needs of the local authorities and political framework, the objectives of SESA and the Ministry of Labour, such as also the expected fiscal endowment, to set up a programme that can make a significant contribution to achieving the objectives.
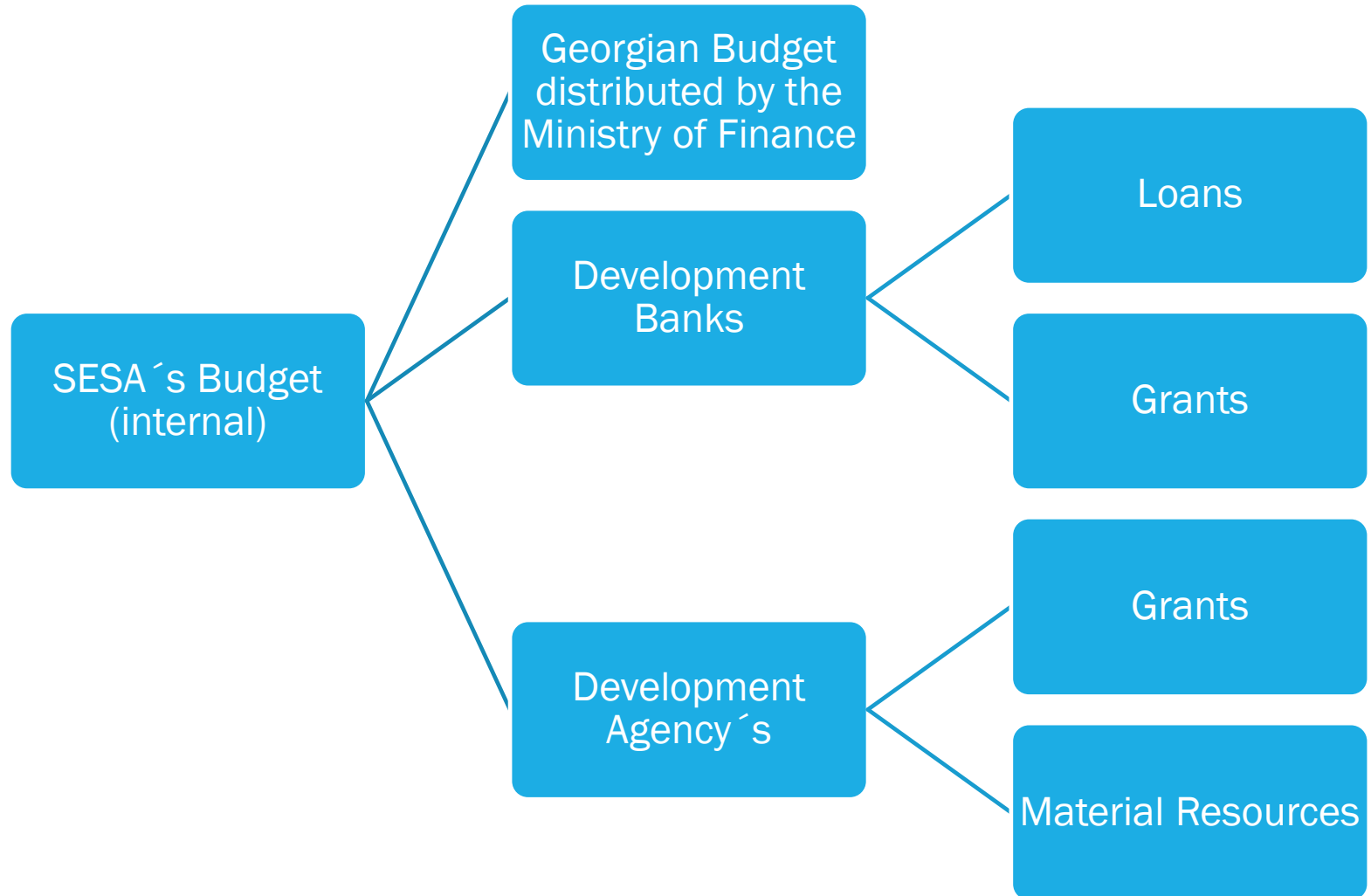
3. HUMAN RESOURCES PROCESSES

Strategic Excellence	Talent Excellence				Change Excellence	Functional Excellence
Build Strategy Roadmap	Recruit Talent	Identify, Develop & Engage Talent	Overcome Succession Risk	Manage Employee Performance	Change Mgmt.	Build Functional Foundation
Strategie	**Plan** planen / **Source** gewinnen	**Affiliate** binden	**Perform** leisten	**Develop** entwickeln	**Transition** verändern	**Adminis-tration**
Beitrag zur Unternehmens strategie	Personalbedarf / Recruiting	Arbeitgeber-attraktivität	Performance Management	Talent-management	Change Management	Enterprise 2.0 EAM
Fachbereichs-strategie	Personaleinsatz / Employer Branding	Onboarding & Integration	Compensation & Benefits	Performance Potenzial & Nachfolge	Mitarbeiter-transformation	LEAN HR Prozesse
HR Aufstellung	Personalkosten / Sourcing Strategie	Mitarbeiter-bindung	ERA Leistungs-entgelt	Karriere-modelle	Fluktuations-management	Transaktionale HR Prozesse
HR Innovationen	Strategic Workforce Planning / Active Hunting Approach	Work & Life	Top & Low Performance Management	Wertschöpfungs orientierte Weiterbildung	HR Struktur-transformation	IT Support in SAP / PSFT Core Prozesse

4. Financial Management

5. Fund Raising Governance

- SESA´s Budget (internal)
  - Georgian Budget distributed by the Ministry of Finance
  - Development Banks
    - Loans
    - Grants
  - Development Agency´s
    - Grants
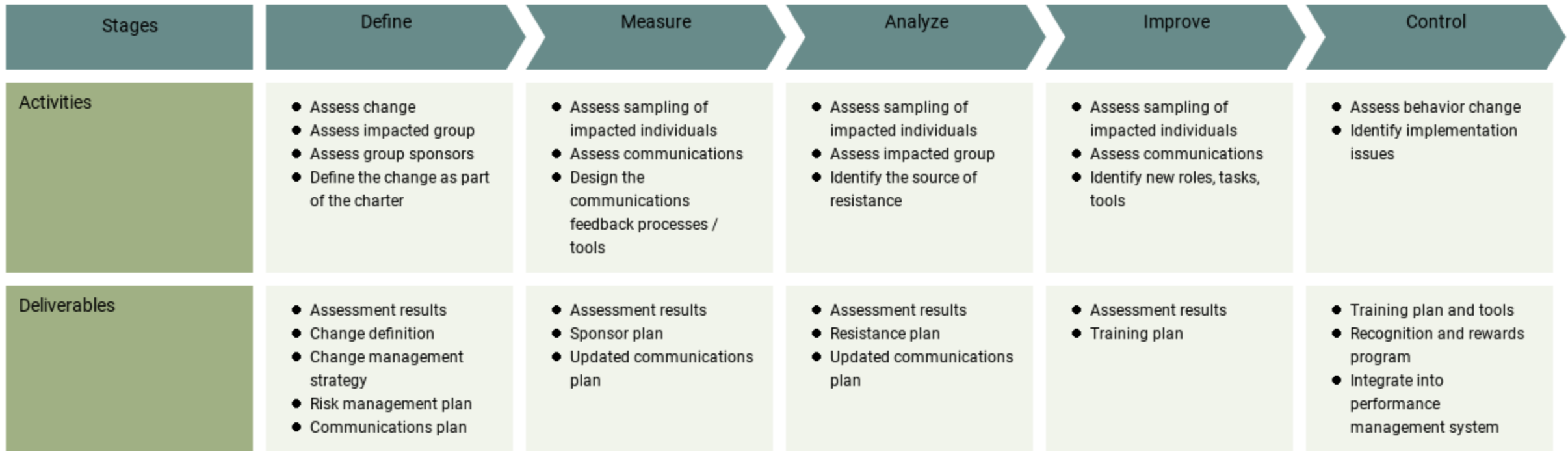   - Material Resources

6. Fund Raising Processes

- o Creation of a Database with Contact Data of Allies in Financial Sourcing on
    - Georgian Government Level
    - Development Banks
    - Development Agencies
- o Gathering specific Information on Timetables concerning the Application Processes
    - For Government Budget (Ministry of Finance)
    - Development Banks
    - Development Agencies
- o Establish a Department within your Organisation that is responsible and trained in the use of Application Processes
- o Establish a Format for Donor Coordination Meetings
- o Establish a Communication and Information Format with vice versa your Donors (before/during/post) donation phases.
- o Establish a lessons learned Database and ensure that the organisational Knowledge on Fund Raising and Donor Relationship Management remains and grows.

7. Organisational Changemanagement Processes

Change Management Process

Stages	Define	Measure	Analyze	Improve	Control
Activities	• Assess change • Assess impacted group • Assess group sponsors • Define the change as part of the charter	• Assess sampling of impacted individuals • Assess communications • Design the communications feedback processes / tools	• Assess sampling of impacted individuals • Assess impacted group • Identify the source of resistance	• Assess sampling of impacted individuals • Assess communications • Identify new roles, tasks, tools	• Assess behavior change • Identify implementation issues
Deliverables	• Assessment results • Change definition • Change management strategy • Risk management plan • Communications plan	• Assessment results • Sponsor plan • Updated communications plan	• Assessment results • Resistance plan • Updated communications plan	• Assessment results • Training plan	• Training plan and tools • Recognition and rewards program • Integrate into performance management system

Source: https://online.visual-paradigm.com/diagrams/templates/process-map/change-management-process/

CLOSED INNOVATION MODEL

An Employee suggestion scheme can be described as a formalized mechanism, which encourages employees to contribute constructive ideas for improving the organisation in which they work. The overall aim of these schemes is to gather, analyse, and implement ideas in order to create results that have a positive impact on the business and or deliver new value to customers.

New ideas can enable organizations to find new sources of competitive advantage. New ideas might relate to:
•New products and services
•Improvement of current products and services
•Improvement of processes (e.g. continuous improvement initiatives).

It is important that organizations proactively seek feedback and suggestions and that mechanisms are established that encourage and facilitate the provision of ideas and feedback from employees.
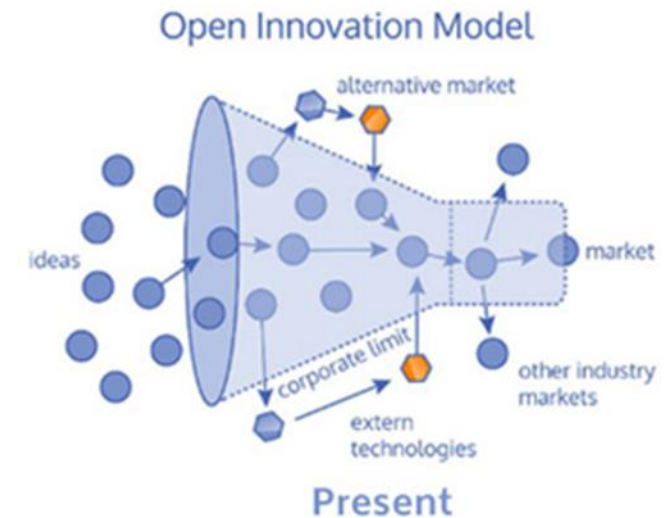

Closed Innovation Model

Past
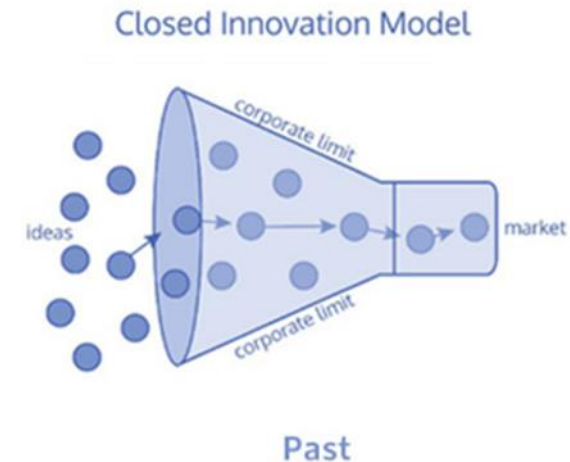
OPEN INNOVATION MODEL

Open innovation is "the use of purposive inflows and outflows of knowledge to accelerate internal **innovation.**"

Link to the Open Innovation Platform of the Bundesagentur für Arbeit – Information available only in German.
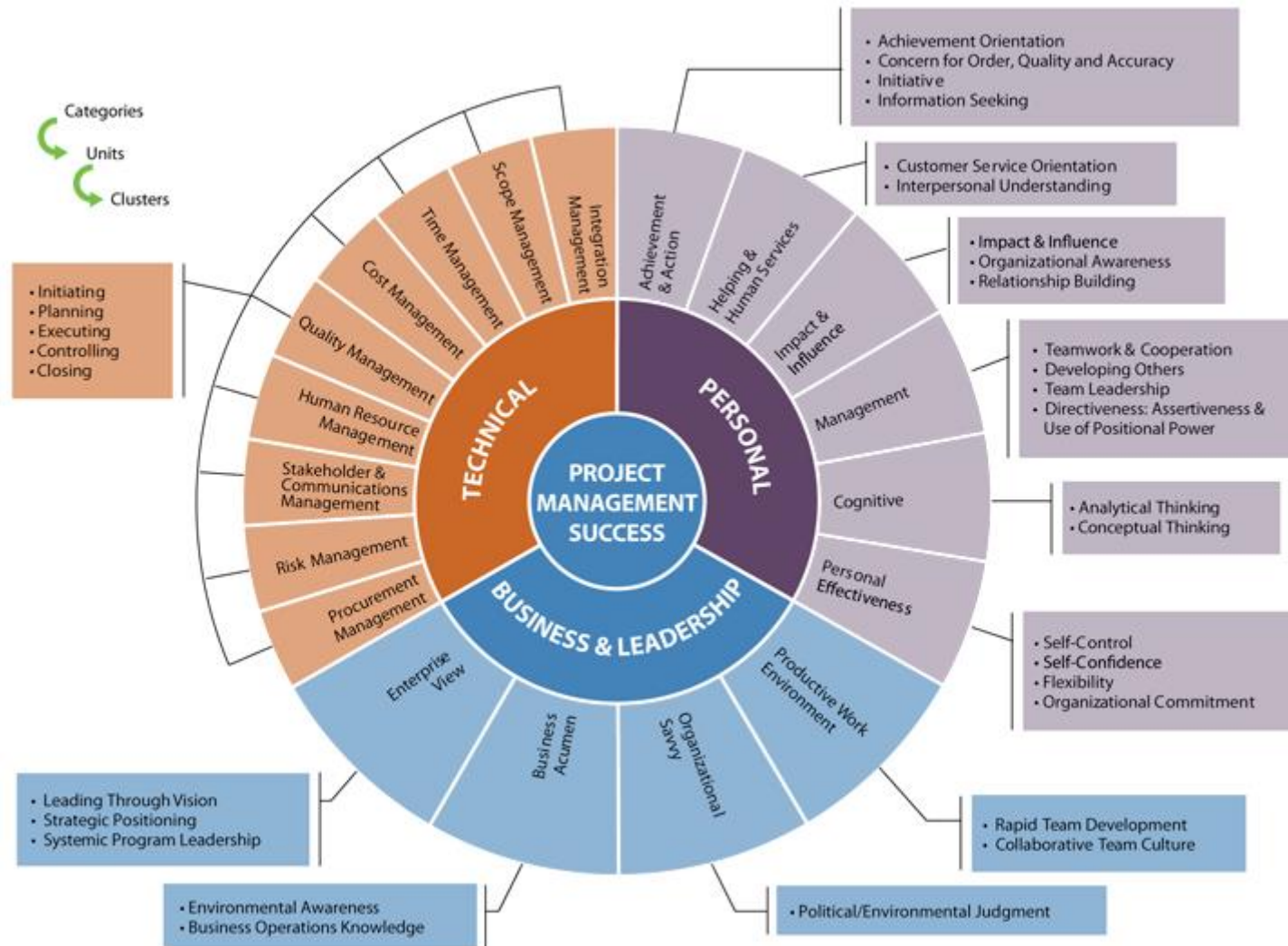
https://www.arbeitsagentur.de/news/news-oi-soft-skills-in-der-job-vermittlung

Open Innovation Model

alternative market

ideas

market

corporate limit

extern technologies

other industry markets

Present

Stakeholder Management - Process & Methods

Process

Methods and Tactics

Identify Stakeholders

Systematic Identification:
e.g., Wheel, PESTLE, WBS, Project Phase, Left/Right/External Brain

WBS=Work Breakdown Structure

Document Stakeholders

Stakeholder Register:
(Name, Organization, Position/Role, Location, Contact Details)

Monitor & Update

Analyze & Classify

Stakeholder Type:
Requirements/Expectations/Concerns, Pro/Con/Neutral
Power/Influence(/Legitimacy) vs. Interest(/Urgency)
Other: Salience Model, Project Phase & WBS

Plan & Implement Engagement

Stakeholder Engagement Plan:
Project PoC, Cadence/Frequency, Comm Method

PoC = Proof of Concept

Tool: Project Management Wheel

Tool: PESTLE

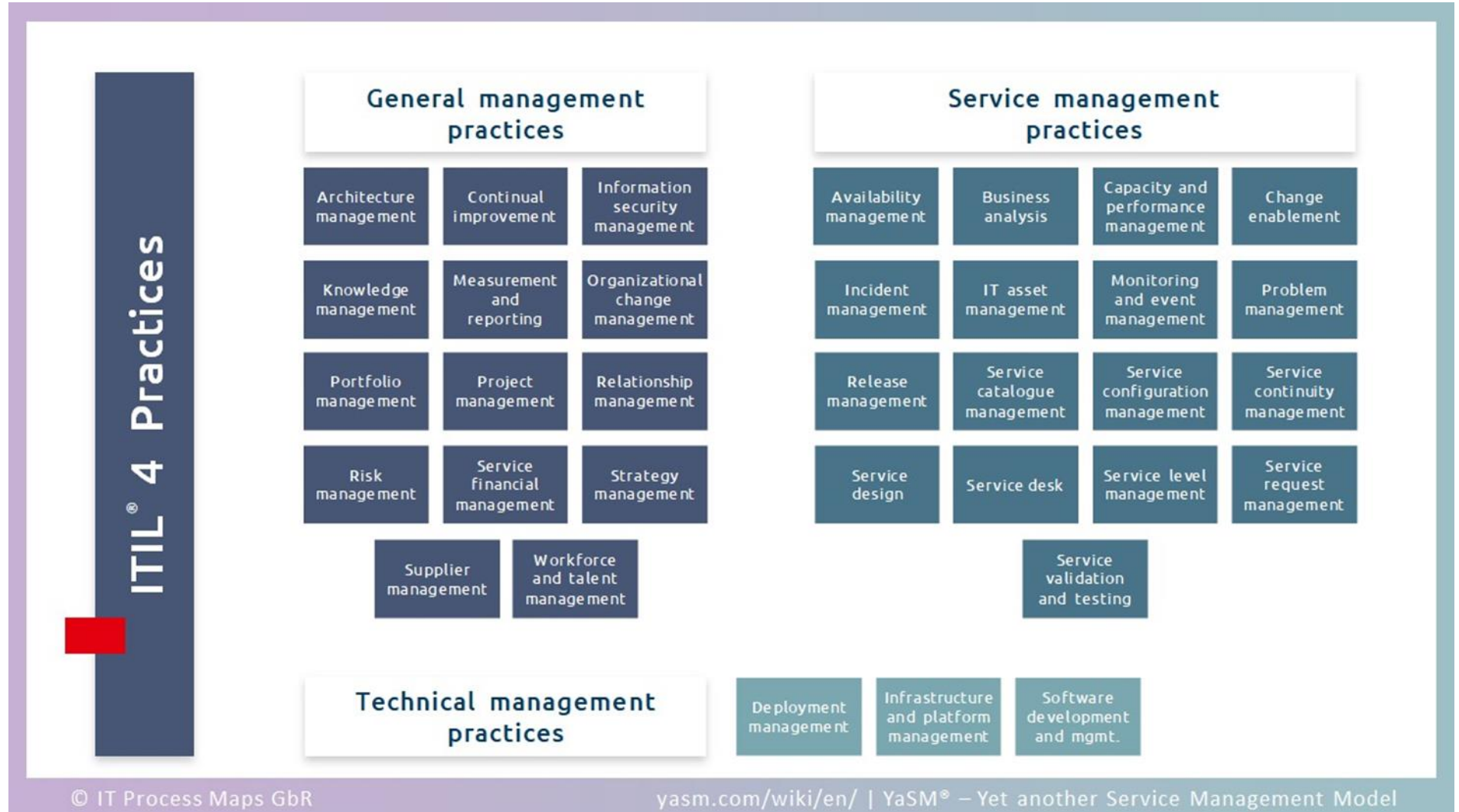| P	E	S	T	E	L
Political	**Economic**	**Social**	**Technological**	**Environmental**	**Legal**
• Government policy • Political stability or instability overseas • Foreign trade policy • Tax policy • Labor laws • Terrorism and military considerations • Environmental laws • Funding grants and initiatives • Trade restrictions • Fiscal policy	• Economic Growth • Interest Rates • Exchange rates • Inflation • Disposable income of consumers • Disposable income of businesses • Taxation • Interstate taxes • Wages rates • Financing capabilities	• Population growth • Age distribution • Health consciousness • Career attitudes • Customer buying trends • Cultural trends • Demographics • Industrial reviews and consumer confidence • Organizational image	• Producing goods and services • Emerging technologies • Technological maturity • Distributing goods and services • Target Market Communication • Potential Copyright infringements • Increased training to use innovation • Potential Return on Investment (ROI)	• The decline of raw materials • Pollution and green house gas emissions • Promoting positive business ethics and sustainability • Reduction of their carbon foot print. • Climate and weather • Environmental Legislation • Geographical location (and accessibility)	• Health & Safety • Equal Opportunities • Advertising Standards • Consumer Rights and laws • Product Labeling • Product Safety • Safety Standards • Labor Laws • Future Legislation • Competitive Legislation

Source: https://andet5.com/wp-content/uploads/2018/02/Pestel-Analysis-Pic-2-1024x434.png

Tool: Salience Method
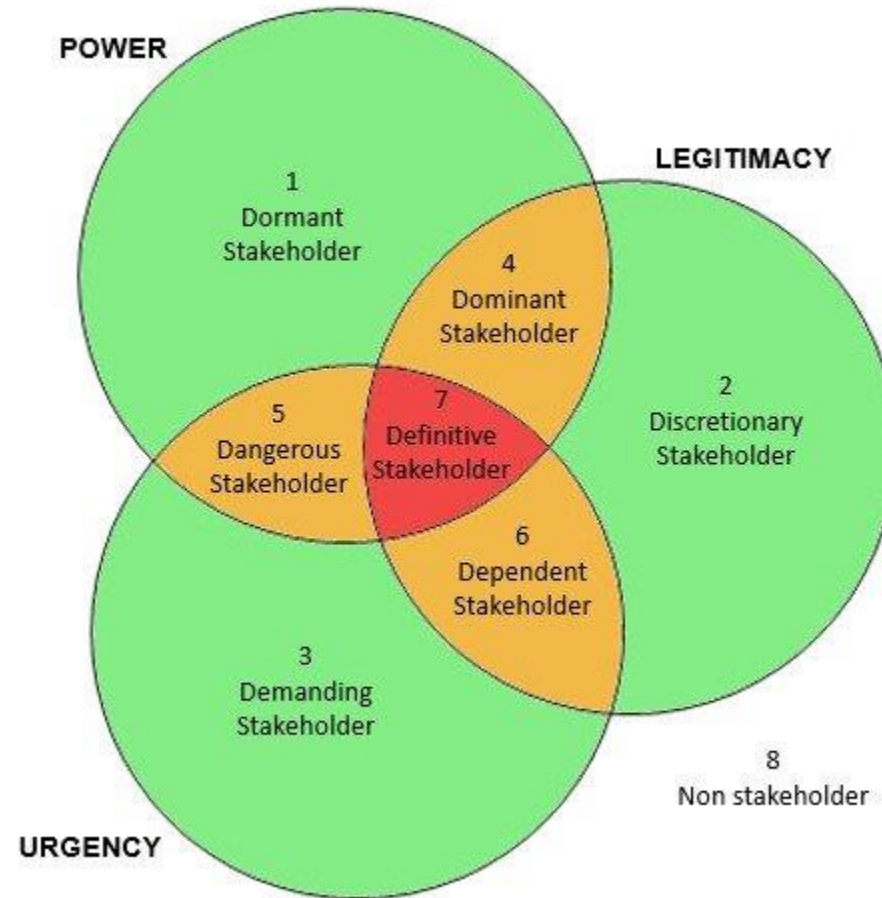
ITIL describes processes, procedures, tasks, and checklists which are neither organization-specific nor technology-specific, but can be applied by an organization toward strategy, delivering value, and maintaining a minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement, and measure. It is used to demonstrate compliance and to measure improvement.

ITIL® 4 Practices

General management practices

Architecture management	Continual improvement	Information security management
Knowledge management	Measurement and reporting	Organizational change management
Portfolio management	Project management	Relationship management
Risk management	Service financial management	Strategy management
Supplier management	Workforce and talent management	

Service management practices

Availability management	Business analysis	Capacity and performance management	Change enablement
Incident management	IT asset management	Monitoring and event management	Problem management
Release management	Service catalogue management	Service configuration management	Service continuity management
Service design	Service desk	Service level management	Service request management
		Service validation and testing	

Technical management practices

Deployment management	Infrastructure and platform management	Software development and mgmt.

© IT Process Maps GbR

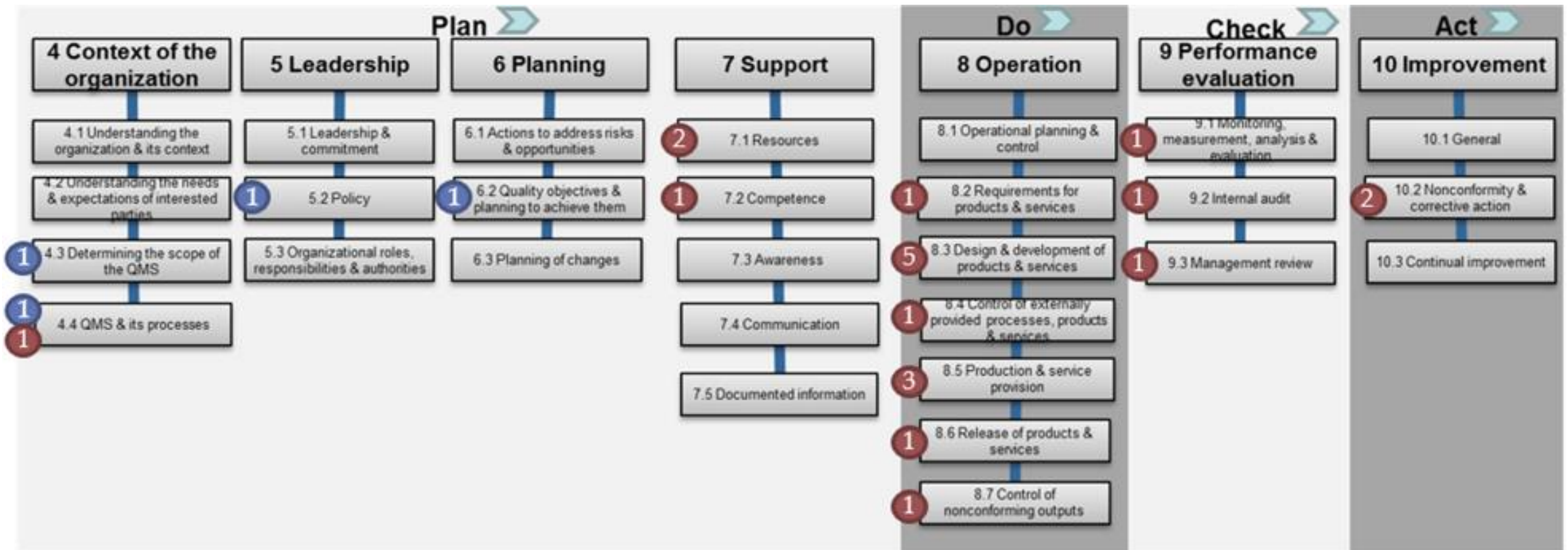yasm.com/wiki/en/ | YaSM® – Yet another Service Management Model

Example: IT Change Enablement Processes according ITIL4

o Change Request Process (RfC)

o Define Change Categories

o Establish Change Authority

o Provide a Change Budget including an Emergency Budget

o Plan Changes to products

o Engage Customers

o Create a Design an Transition Process

o Obtain and Build Components

o Deliver and Support the subject of change and it´s staff/customers

o Improve Products

o Set up a Change Schedule

o Set up a Communication Process concerning scheduled Changes

New Structure in ISO 9001:2015

🔵 # = required DOCUMENT
🔴 # = required RECORD

Plan				Do	Check	Act
4 Context of the organization	**5 Leadership**	**6 Planning**	**7 Support**	**8 Operation**	**9 Performance evaluation**	**10 Improvement**
4.1 Understanding the organization & its context	5.1 Leadership & commitment	6.1 Actions to address risks & opportunities	🔴2 7.1 Resources	8.1 Operational planning & control	🔴1 9.1 Monitoring, measurement, analysis & evaluation	10.1 General
4.2 Understanding the needs & expectations of interested parties	🔵1 5.2 Policy	🔵1 6.2 Quality objectives & planning to achieve them	🔴1 7.2 Competence	🔴1 8.2 Requirements for products & services	🔴1 9.2 Internal audit	🔴2 10.2 Nonconformity & corrective action
🔵1 4.3 Determining the scope of the QMS	5.3 Organizational roles, responsibilities & authorities	6.3 Planning of changes	7.3 Awareness	🔴5 8.3 Design & development of products & services	🔴1 9.3 Management review	10.3 Continual improvement
🔵1 🔴1 4.4 QMS & its processes			7.4 Communication	🔴1 8.4 Control of externally provided processes, products & services		
			7.5 Documented information	🔴3 8.5 Production & service provision		
				🔴1 8.6 Release of products & services		
				🔴1 8.7 Control of nonconforming outputs		

Source: https://www.iso.org/search.html?q=9001:2015

12. ERM PROCESSES ACCORDING COSO

Control Environment

1. Demonstrates commitment to integrity and ethical values
2. Exercise oversight responsibility
3. Establishes structure, authority and responsibility
4. Demonstrates commitment to competence
5. Enforces accountability

Risk Assessment

6. Specifies suitable objectives
7. Identifies and analyzes risk
8. Assesses fraud risk
9. Identifies and analyzes significant change

Control Activities

10. Selects and develops control activities
11. Selects and develops general controls over IT
12. Deploys through policies and procedures

Information & Communication

13. Uses relevant information
14. Communicates internally
15. Communicates externally

Monitoring Activities

16. Conducts ongoing and/or separate evaluations
17. Evaluates and communicates deficiencies

Die Einführung eines Prozess Controllings gliedert sich in fünf Schritten

Vorgehen zur Einführung eines Prozess Controllings

	Prozessziele & Leistung definieren	Prozessleistung messen	Prozessleistung berichten	Prozessleistung analysieren	Prozessleistung verbessern

Was	• Herleiten von Ergebniskennzahlen
	  – Effektivitätskennzahlen
	  – Effizienzkennzahlen
	• Herleiten von Einflusskennzahlen
	  – Inputkennzahlen
	  – Steuerungskenn-zahlen
	  – Störungskennzahlen
	• Prozessziele planen (Soll-Werte definieren)
	• Unternehmens- und Prozessziele abstimmen
	• Zielgrößen zwischen den Prozessen abstimmen
		• Anhand der Meßgrössen Ist-Leistung erfassen
		• Zielabweichungen ermitteln
			• Zielgruppen identifizieren
			• Informationen bereitstellen (z.B. Prozessberichte erstellen)
			• Informationen zielgruppenspezifisch zustellen
				• Prozessprobleme erkennen
				  – Zielabweichungen analysieren und bewerten
				  – Prozess-probleme identifizieren, gewichten und auswählen
				• Ursachen eruieren
					• Lösungsalternativen entwickeln
					• Lösungsalternativen auswählen
					• Lösung realisieren
					• Lösung dokumentieren
					• Ergebnisse und Zielerreichung prüfen
					• Lösung ggf. standardisieren
					• Mitarbeiter informieren und schulen

Wer	• Process Manager • Process Onwer • Process Lead	• Process Owner • Process Leads • Hauptprozess-verantwortliche	• Process Owner • Process Leads	• Process Leads • Hauptprozess-verantwortliche	• Process Leads • Hauptprozess-verantwortliche
Wann	Jährlich	Andauernd	Monatlich	Monatlich	Quartalsmäsig

STRATEGY & Transformation

Performance Appraisal Vs Performance Management

Appraisal and Management		
	Performance Appraisal	Performance Management
Primary focus	Assessing performance and potential for performance	Improving employee performance and development.
Activities involved	Designing appraisal programme. Build database employee-wise.	Set of HR activities designed and executed to assess performance and improve it also.
Leadership	Directional, evaluative.	Facilitate; coaching
Frequency	Usually yearly once.	Often, can be ongoing.
Degree of formality	High	Low

Asst. Prof. Amaresh C Nayak

- Management by Objectives
- Target Agreements
- Employee Appraisals
- Competence Management
- Feedback Loops
- Continuous further qualification of Employees
- Performance related payment

15. PROCUREMENT PROCESSES

Purchasing Process Steps

1. Need for Goods or Services Identified
2. Purchase Requisition Created
3. PO Review and Approval
4. Request For Proposal (RFP)
5. Contract Negotiation and Approval
6. Shipping and Receiving
7. Three-Way Matching (Accounts Payable)
8. Invoice Approval and Payment
9. Accounting Records Update

PurchaseControl™

Source: https://www.purchasecontrol.com/blog/purchasing-process/

16. FACILITY MANAGEMENT

CLEANING SERVICES (1)	SUPPORT SERVICES (2)	PROPERTY SERVICES (3)	CATERING SERVICES (4)	SECURITY SERVICES (5)
• Daily Cleaning • Periodical Cleaning • Special Cleaning • Segment Cleaning	• Workers • Cleansing Materials	• Building Maintenance • Grounds Maintenance • Environment Management • Energy • Damage Control	• Contract Catering • Vending Services • Events Catering • Confectionery Services	• Physical Security • Surveillance • Technical Installations • Workplace Emergency Mgmt • Consulting Services

CONTACT

Susanna Burkert

Integrated Expert for Migration Governance,
Labour Market Policies and Digitalisation
Phone: +995 558 16 27 86

Phone: +49 176 814 848 53

Mail: susanna.burkert.sb@gmail.com

Ministry of IDPs from the Occupied Territories,

Labour, Health and Social Affairs

144 Tsereteli Avenue, 0119 Tbilisi, Georgia

THANKS FOR YOUR ATTENTION!