

Executive Roundtable Discussion-E-5

Business Process Maturity and Measurement

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Business Process Maturity and Measurement

- How does the enterprise quantify its business process efficiency?
- What rigor is required to determine business process optimization?
- How can business process performance of one enterprise be compared with its partners and competitors
- What is to be gained from such comparisons?

8 Common Elements of BPM*

1. Robust governance structure
2. Strategic alignment by process and customer focus
3. Process improvement (e.g. 6S, lean, etc.) support change
4. Performance measurement focused
5. Change and human performance management
6. Enterprise process model
7. Technology priorities allocated by business
8. Organic development of “maturity frameworks”

*Source: APQC BPM Study-2005

Rationale for Process Maturity Models*

1. Achieve high-fidelity definition of work processes and documentation requirements
2. Guide organizational improvement
3. Achieve behavioral changes that drive continuous improvement
4. Assess processes against standards (no reference model)

*Source: APQC BPM Study-2005

Maturity Model Types

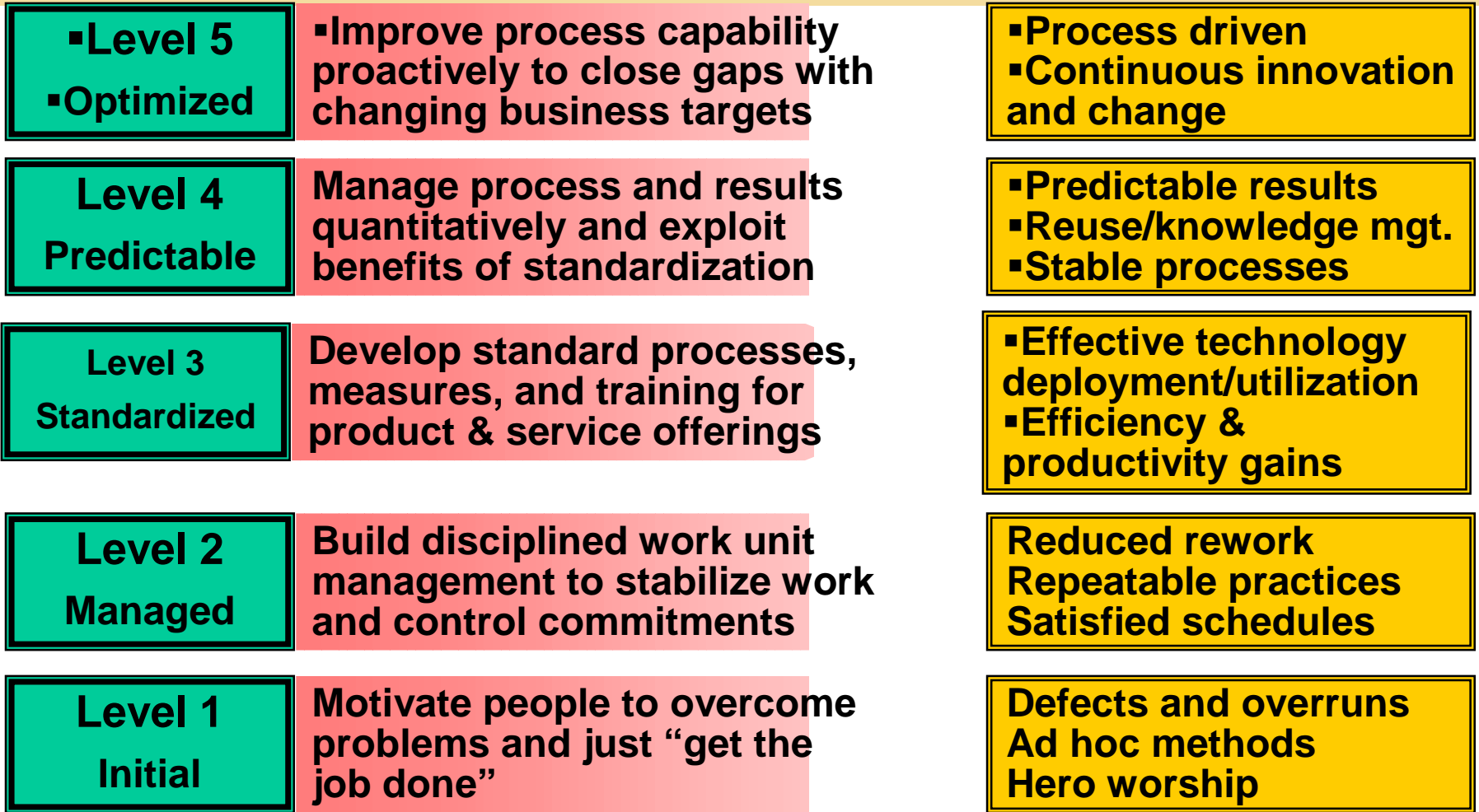
Level to Which Best Practices Are Characterized	Prescriptive	<p>Models that assign a specific set of process attributes to each maturity level and require that for a process to be rated at a specific level, all the attributes at that level and all lower levels must be implemented for that process. Processes are appraised independently and can be rated at different levels</p>	<p>Models that assign a specific set of process areas to each maturity level and require that for an organization to be rated at a specific level, all process areas at that level and all lower levels must be implemented. Each process area usually contains a collection of practices for implementing that process.</p>
	Descriptive	<p>Models that provide a simple scale for assigning a level of maturity to a single process based on a generalized characterization of its behavior or results without requiring that any specific attributes be implemented. Processes are appraised independently and can be rated at different levels</p>	<p>Models that provide a simple scale for appraising the attributes of an organization and assign it to a level of maturity based on a generalized characterization of its behavior or results without requiring that specific processes be implemented</p>
		Individual Process	Organization
Focus of the Transformation			

Figure A.1. Characterization of Maturity Model Types

Continuous Scale for Process Maturity

1. Process not defined. The process needs to be designed and documented.
2. There is a general understanding of the process by those who work in it. No formal documentation or process standards exist. No formal work to improve the process has been undertaken recently.
3. Process has been defined and the intent is to understood. Documentation of the process exists in include flow charts, standards, checklists, procedures, training manuals, etc.
4. Process is well defined and measure are in place. Customer feedback is solicited and used to fin tune the process Graphs and charts are used to evaluate the process and learn from the measures.
5. Process has been formally improved within the last year. Ongoing measures are used to track progress and process documentation is kept up-to-date. Customer feedback is solicited and used to fin-tune the process routinely.
6. Key measures of the process and process outcomes are predictable. Customer feedback is solicited and used to fine tune the process routinely. Control charts are used to monitor performance and process consistently meets the needs and expectations of customers. Process documentation is kept up-to date.

BPMM* Guides Organizational Improvement



*Source: Borland/Impruvforc

Contact/Follow up

Thank you for your interest 😊

Follow up topics:

- 1. BPMM**
- 2. OMG BPMM Standardization**
- 3. Impruvforc Solutions**
- 4. APQC Research and Benchmarking**
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