

Guide to Process Mapping

Where to start... where to end...



UCD Agile
UCD Inniúil

Key Process Mapping Concepts

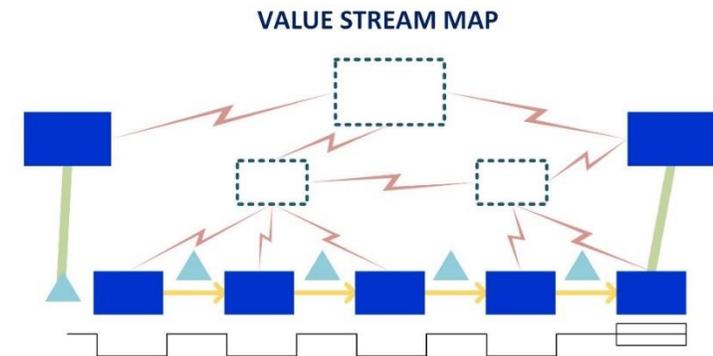
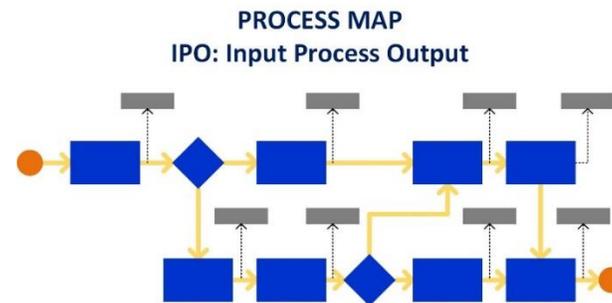
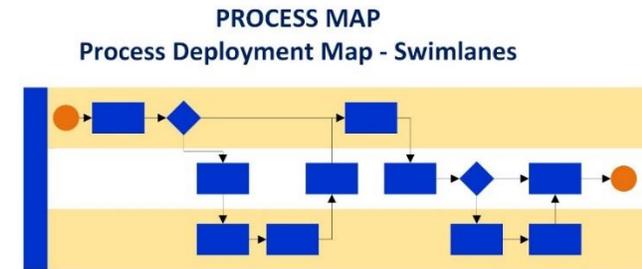
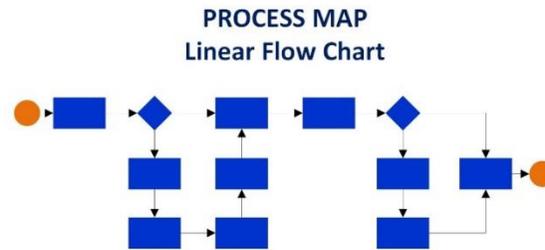
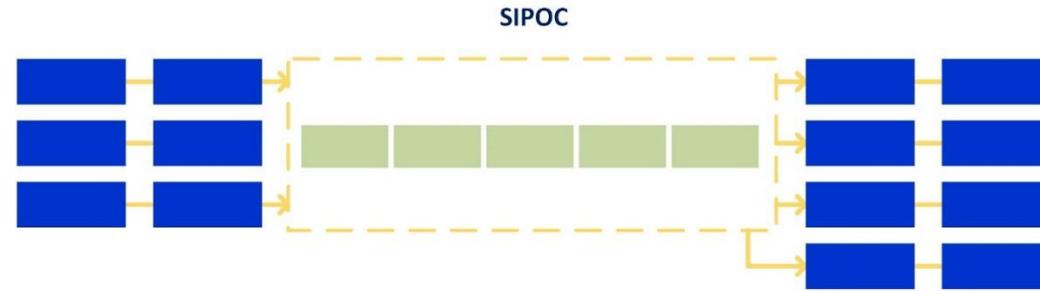
Why map a process?

How do you begin to map a process?

What do you use process maps for?

This document looks at five key process mapping concepts.

Which ones you might use depends on why you are mapping.

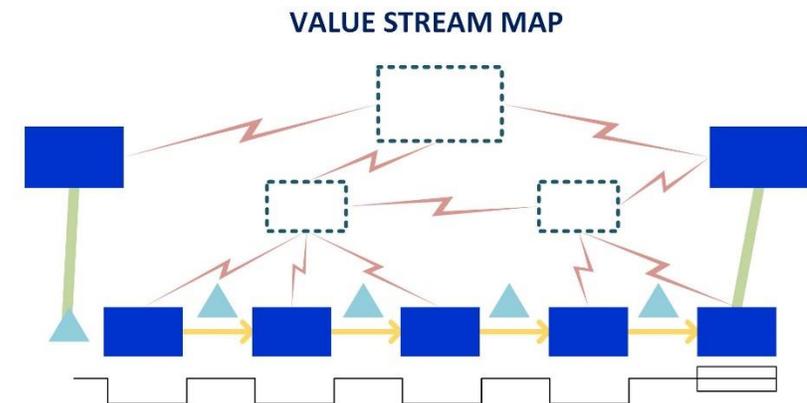
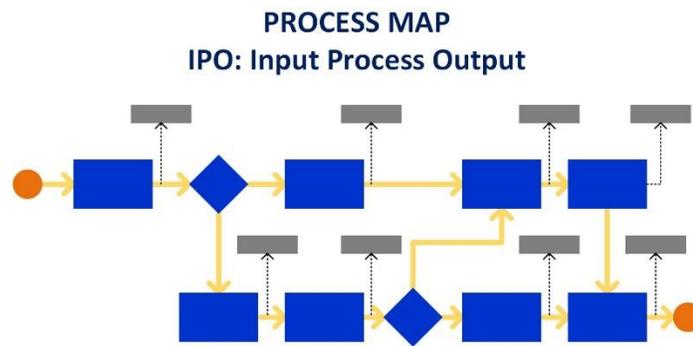
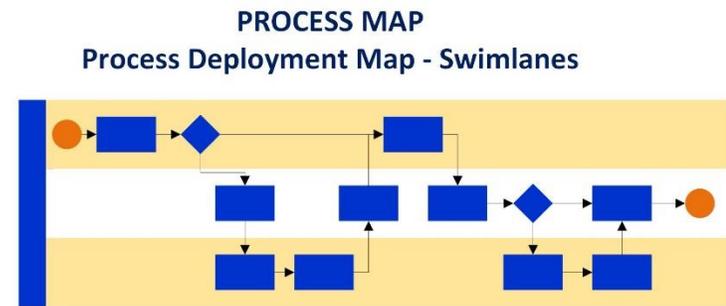
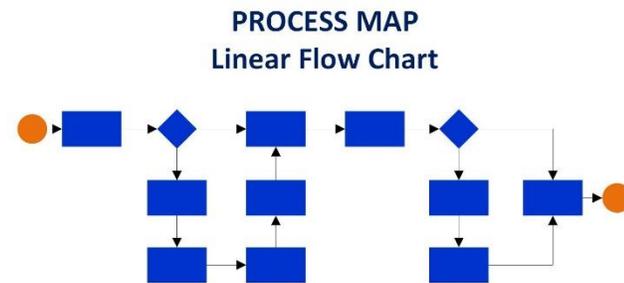
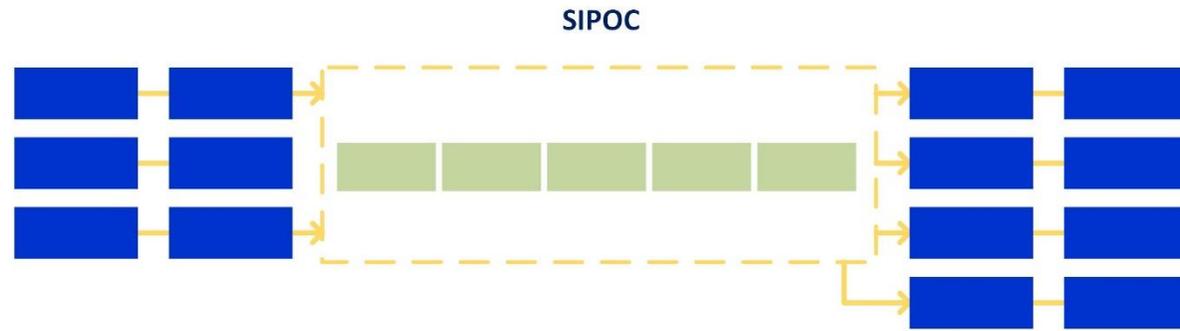


This guide does not cover each of the process mapping techniques in detail or what software you might use. For more information [get in touch](#) or check out [Our services page](#). There are also more general resources available online.



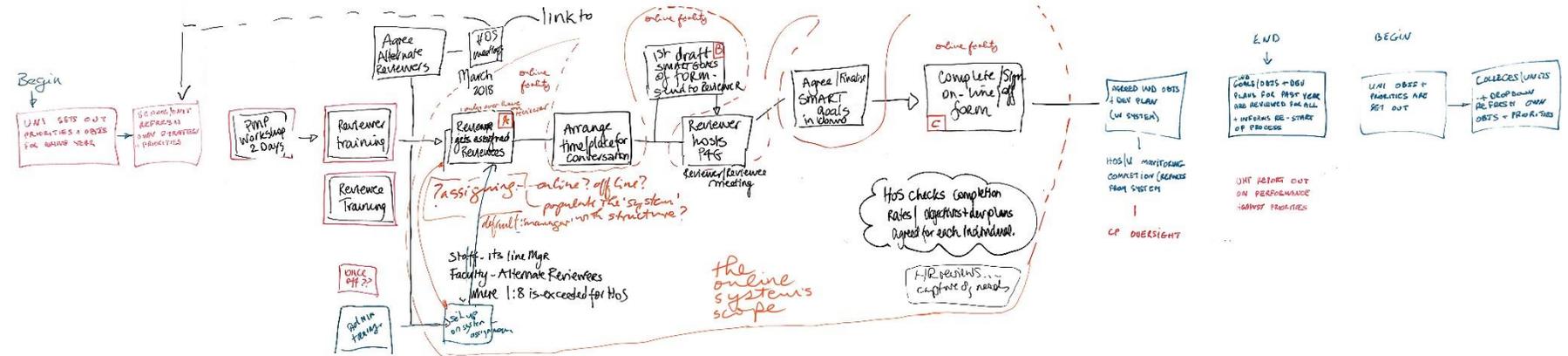
Why map a process?

- To document a process
- To assimilate knowledge
- To help understand a process
- To help improve a process
- To identify the 'hidden factory' in a process
- To find and focus on problem areas



The initial brain dump – just what process are we talking about?

- Where does the process actually start?
- What do we see the end point to be?
- What does it depend on?
- Who is involved?
- What's the mega scope of which this process is just a part?
- Just what do we want to be in scope?



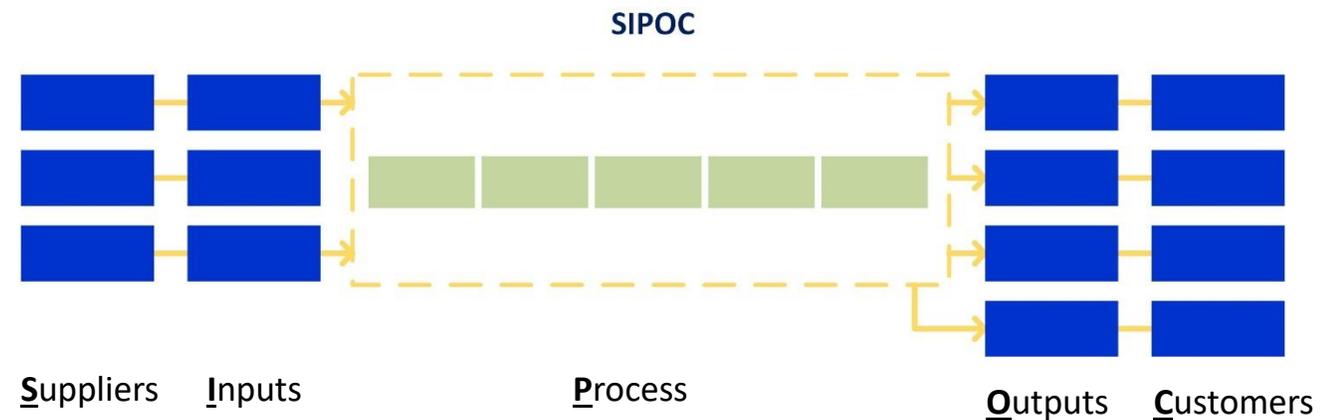
- You start with an idea of the process and flesh it out...
- and further flesh out the fleshing out...
- and look at what's important and what's achievable...
- then define the scope boundary...
- with the bigger context now clearly in mind.



Starting mapping at a high level – the SIPOC

Process mapping starts with a high level understanding – the SIPOC

- Enables developing a common understanding of the process at a high level.
- Identifies process beneficiaries ('customers') and their requirements.
- Identifies suppliers, process owners, dependencies and other stakeholders.
- Helps process analysis through:
 - Identifying gaps in requirements and the process outputs or inputs responsible.
 - Identifying data collection needs.
 - Validating goal alignment and metric alignment from customer to supplier.



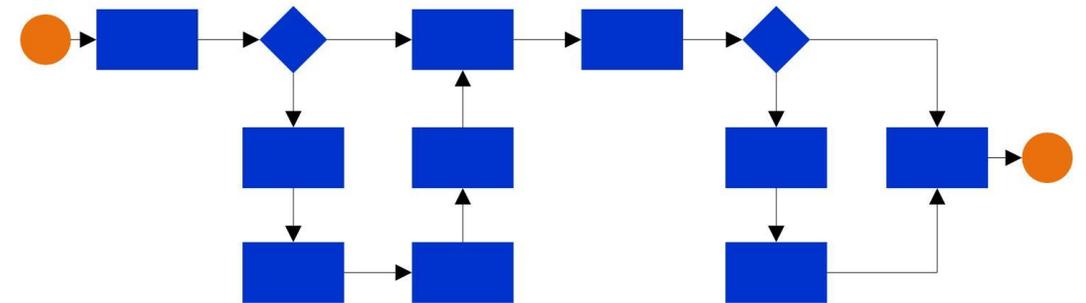
- Customers' requirements determine the outputs.
- Outputs determine the process which must produce them.
- The process places requirements on the inputs and the suppliers which provide them.



Process mapping detail – the linear flow chart

- Build the detailed sub-process map which underlies the process in the SIPOC
- The three ‘actuals’ process mapping
 - Go to the actual place and talk to the people
 - Observe the actual process or service
 - Gather the actual facts
- Use this to map the flow of the process from trigger to (one or more) outcomes.

PROCESS MAP
Linear Flow Chart



Linear flow charts

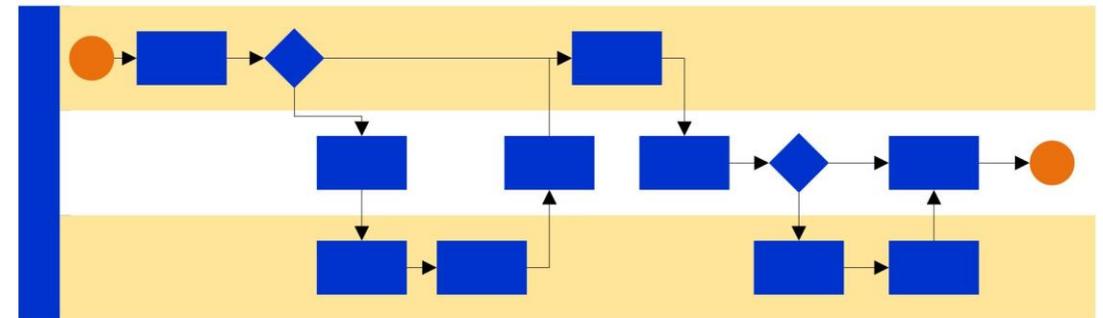
- Document the task or process
- The actions, decision points and delays
- Support the analysis of (relatively) simple processes



Process mapping - process deployment map

- For long or complex processes which involve multiple functions rather than flowing in one area.
- Information flow mapping (where the process is invisible)
- Identifying functional responsibilities (each function in its own 'swimlane').
- Highlighting process handover points between swimlanes (potential failure/complexity points).
- Helping highlight waste.

PROCESS MAP
Process Deployment Map - Swimlanes



- You might start with a linear flow chart before spotting its complexity.
- You might recognise the complexity of the process from the SIPOC.
- You might begin deployment mapping because you know the issues are with multiple functions in the one process.

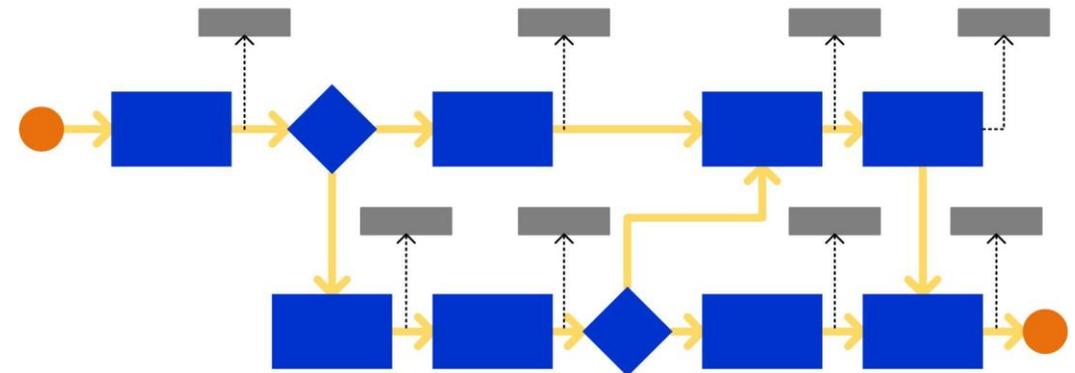


Process mapping – detailed (IPO) process map

This is the most specific process map.

- Identifies not just process flow but input and output variables in the process
- Effective in investigating variation or identifying risks in the process
- Generally only needed in focused areas of the process where variation is high.
 - Identifying intermediate outputs is often useful in isolating causes of variation

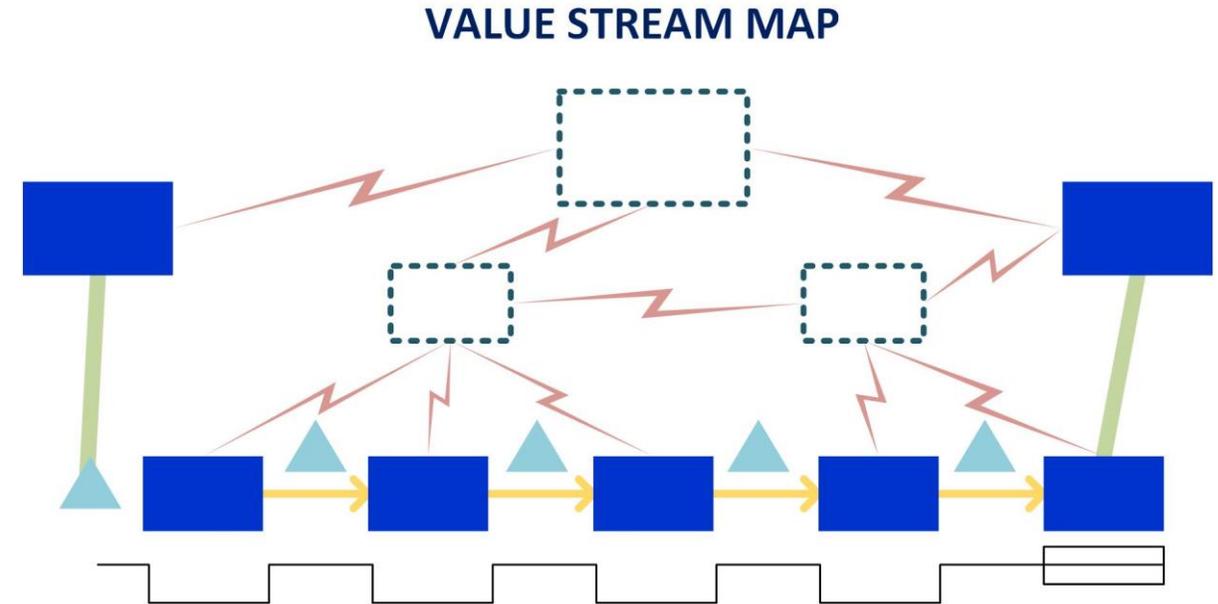
PROCESS MAP
IPO: Input Process Output



- Identify the outputs 'y' of a given step
- Brainstorm the inputs 'x' which can cause variations in 'y'
- Classify the inputs
- Identify the critical inputs

Process mapping – the value stream

- Value Stream Mapping (VSM) is the identification of all activities that create and/or do not create value in the process, from the supplier of the product or service to the customer
- It follows a 'product' or 'service' from beginning to end and maps every process in the material and information flow.
- VSM looks at
 - Information flow
 - Process flow
 - Timelines
- The key perspective is time
 - Process time - the time taken to do the work
 - Lead time - the time from start to finish



- As with the IPO process map, value stream mapping is primarily an analysis tool rather than simply recording a process.
- The VSM begins with the 'as is' of the process and so is a detailed record of the process.

