

### Dealing with issues tied to?

- ◇ I can't see it
- ◇ I can't find it
- ◇ I can't control it
- ◇ I can't track it

The real driving force for process optimization is efficiency. As an engineering manager, you are always being asked to shorten cycle times – in short, to be more efficient. The reason, of course, is that Efficiency will always improve your company's bottom line.

#### **What is BPM [Business Process Management]?**

Let's define a process as a collection of related, structured activities [a chain of events] that produce a service or product. These are the kinds of processes that tend to get management's attention. They are performed daily and their costs are not insignificant. [A product can be a manufactured item, an insurance policy, software, a home mortgage, medicine, etc.]

Let's identify another process - the process to define, measure and improve your processes – we call it a 'process optimization process'. This process should get more attention than it does, because this is where you uncover improvement opportunities.

Business Processes exist on 2 levels – the people and the technology. In casual conversations, you will discover that there are 2 camps in the BPM world. There are those who focus first on the people and there are those who focus first on the technology.

#### On the 'people' level

Some pundits see BPM as a philosophy. Management could be saying to underlings that they want their business processes managed more effectively.

A Business Line Manager could be managing his own business processes. They could define their process, they could measure it [see how long the process takes], they could look for trouble spots and they could make improvements to the process. They could have their own optimization initiative.

Either of these strategies could be manual and they are considered BPM, even if they do not utilize technology. In the manual environment, you have a documented process that people follow and when you make changes to that process, you distribute a new documented process for them to follow.

#### On the 'technology' level

Some pundits see BPM Software as Business Process Management. They skip over the people level and go right to the technology.

Other technologists only see that information must move between enterprise software packages. They think of SOA and BPM as synonyms.

While still others believe that modeling is needed to create that 'perfect' process. Therefore, modeling is BPM.

## BPM Primer

You would be mistaken if you chose to leave any of these 'angles' out of the definition of Business Process Management. Business Process Management includes all of the activities required to manage business processes.

Companies that have implemented BPM successfully will start with their 'people', because it is your company's 'people' that define your business processes and your business processes drive your technology choices.

### HR Process Examples & Issues

Companies have a wide range of business processes that span from complex [like engineering change requests] to simple [like vacation requests]. For many of them, change requests take too long to turn around and they are expensive to manage. Simple processes, like vacation requests, can get waylaid or the request can be lost all together.

#### Employee On Boarding/Off Boarding

When you bring on a new employee, there are a bunch of tasks that must be completed in what you hope is a short amount of time. They will need a cubical, a phone, a computer, an Email address, business cards, medical cards, training, etc. Who schedules this? Who tracks these activities? How do you know what has been completed and what has not?

When a former employee departs, you must undo all of the activities described above. Who manages that process? How do you know the status of this list of activities?

#### Time Off/Vacation Requests

Many companies have put time off/vacation requests on line, but how are they being routed. If I am the requestor and want to see the status of my request, can I see it with an online query? How is the request handled if my superior happens to be on vacation?

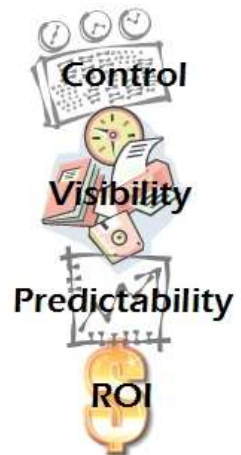
#### Benefit Changes

All companies have some process in place for employees to change their benefits. Is it formal – documented? How is this process managed? How do you know where the request is in its process? How will the employee know the request is completed?

#### Interview Process

Your company may have a policy in place that certain positions must be interviewed by certain people. You could turn the policy into a process that you could manage with software. The process could include: background checks, reference checks, specific interviews, testing, etc. Who owns this process? How is it tracked? How is it controlled?

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## BPM Primer

### Promotion/Demotion Process

What activities must a manager initiate/complete in order to promote a worker? Do they know what those activities are? How can they track the progress of the promotion?

### Comments/Complaints/Suggestions

Does your company have a process in place for comments/complaints/suggestions? If an employee has made a suggestion, how will they know that someone has read it? How will they find out the resolution to the suggestion?

## Ingenuus Manages Processes

### The Business Line Manager

Our objective is to put the power of Business Process Management into the hands of the Business Line Manager – the process owner. They are responsible for their processes and they are the ones that will be rewarded for their process improvement successes.

Ingenuus is designed to be configured [by Business Line Managers] not coded [by IT professionals]. At the same time that the Business Line Manager is configuring the software to follow their process, they will be configuring the user interface to show only those fields that are needed in the process.

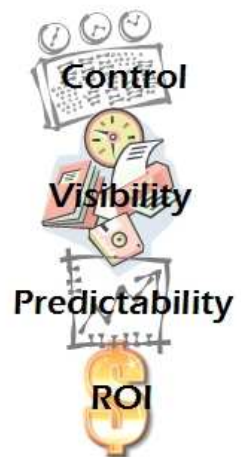
Ingenuus allows the Business Line Manager to dictate who will perform an activity, what activity they will perform, how long that activity should take, what information is to be created, who will perform the next activity based on simple [if, then, else] logic, etc. And, it provides the Business Line Manager with visibility into the process to make sure that it is on schedule. They will always know who has performed what activity and who is working on it now.

### Employee On Boarding/Off Boarding

**On Boarding** - An HR Business Line Manager knows all of the steps in the process to bring on board new employees. They know who needs to perform the required activities. They know how long the process should take. They know that IT and Facilities will be involved and they know what activities they will be performing. However, they do not know the status of the activities. They do not know who is working on what at this moment in time. Obviously, the new employee wants to get started right away.

**Off Boarding** - An HR Business Line Manager knows all of the steps in the process to release employees. They know that the former employee should no longer have access to their Intranet nor their Email. They know that this should happen almost instantly. They know what benefits to close out. What they don't know is the status of that off boarding process.

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## BPM Primer

### Ingenuus Software

The Ingenuus Process Orchestration Software can easily manage very complex processes like engineering change control as well as simple processes like purchase requests. It provides the Business Line Manager with the ability to Orchestrate their business processes by linking processes together where they actually intersect.

Ingenuus works with our customers to create a process optimization process utilizing our process optimization pyramid framework. This includes the necessary metrics [reports] needed to see if improvements are actually being made.

Ingenuus provides the tools necessary to automate steps locally [within our software] and to automate steps globally [integrations to other enterprise software].

Ingenuus combines Forms management, document management, task management and project management into one piece of software that provides visibility and control of your company's business processes.

All this Efficiency at a relatively low cost of entry.

### Benefits

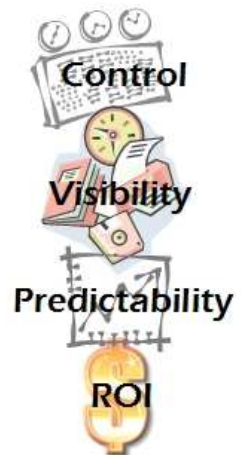
What's in it for your Company?

Efficiency...

- ◇ Visibility into your processes means you will be able to see [in advance] if an activity will not be completed on time.
- ◇ Visibility into your process means you will always know who is working on what activity at that moment in time.
- ◇ The ability to assign time spans to an activity means you should be able to shorten process cycle times.
- ◇ Shorter cycle times means more activities are completed in a shorter amount of time. Automating some of these activities means even shorter cycle times.
- ◇ Automation of activities where possible, means individuals can do more work in less time

And, Efficiency will always improve your company's bottom line.

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