



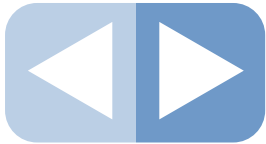
**sensus**

process management

# Evaluating processes

Process management = process-based organisation!

# Introduction



There are numerous reasons why you would want to map your business processes. Certification, to boost efficiency, to increase your organisation's customer focus, to foster process-driven thinking at your organisation. Sensus process management can cater to all these needs. And yet, methodology is not the be all and end all of successful process implementation and management. Business management also plays an important role in this context, for instance in defining a vision, structuring processes and garnering support within the organisation.

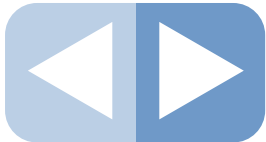
## The path towards process management consists of 8 clear steps:

1. Defining a vision
2. Setting up a project group
3. Structuring processes
4. Defining the format
5. Defining processes
6. Modeling processes
7. Implementing processes
8. **Evaluating processes**

In this part of the series we will cover the eighth and final step of the process:  
**Evaluating processes.**



## Step 8: Evaluating processes



The processes have been implemented. We have successfully completed the entire process management process. The business processes that have been documented are now well aligned with existing operations. This, however, is not a static state. Business operations are subject to numerous influences and changes. That means that business processes constantly have to change to keep up with the changing situation. You must therefore regularly evaluate whether the documented processes are still in tune with current circumstances. Aside from that, there are several possible indicators you can use to gauge process efficiency.

### **This newsletter will go into two aspects:**

1. Process evaluation (the internal audit in particular)
2. The concept of 'achieving with processes'

### **Process evaluation (audit)**

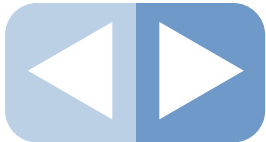
A process audit looks into whether a process proceeds as documented in the software. It also assesses whether the process meets the set quality standard.

#### **There are two possible types of audit:**

- Internal audit – This audit is performed by employees of the organisation themselves and is aimed at evaluating and improving a process.
- External audit – This is an audit by a certification body. They will use the audit to assess whether the organisation meets the quality requirements from the standard.

This newsletter will discuss the internal audit in greater detail.





## Internal audit

Why an internal audit on process level?

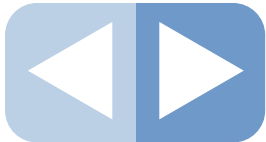
### To assess whether:

- processes' objectives are achieved;
- processes contribute to the organisation's objectives;
- processes fit within the complete set of activities;
- the organisation is ready for the external audit (i.e. certification);
- there is room for improvement;
- previous improvement proposals were effective i.e. benefits delivered.

## Audit approach

The following captures the audit approach in a simple chart.





### **(Internal) audit focus points**

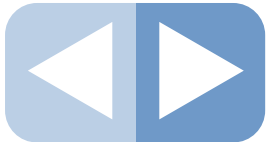
As you can see, the approach for an audit is rather straightforward. There are, however, points that require close attention:

- The auditor must evaluate the process based on a fixed set of criteria and standards. These must relate to the process itself and not to the contents.
- In his or her report, the auditor must only state whether or not the process meets the criteria. The question of how to improve a process will be answered by the employees of the department in question themselves.
- The auditor must stick to the remit of his mandate. His or her auditor role does not authorise him or her to express an unfounded opinion.
- An internal audit is generally conducted annually or more often in the case of critical business processes. This will be laid down in the audit schedule.
- Employees must be given due and clear notice of when which audit will be performed.

### **Possible internal audit pitfalls**

Failure of an audit can be down to many different reasons. A number of these are particularly common:

- Audit policy and/or schedule is lacking.
- Internal auditor is poorly prepared for his or her role.
- Assessment framework is lacking or turns out to be unclear.
- Auditor is not independent.
- Audit results are not used.
- The auditor suggests improvements and does things that are beyond his remit.



### **Achieving with processes**

You need information to be able to properly manage an organisation. That's nothing new. Key performance indicators are defined for the entire organisation based on the organisation's vision. These KPIs are subsequently laid down for each process.

A performance indicator captures the performance of a process and the extent to which the set objectives are achieved in a quantifiable unit. They are generally defined by the departments in question themselves, initiated by one or two trained employees. Proposals for KPIs are subsequently ratified by the management team.

### **Why use performance indicators on process level?**

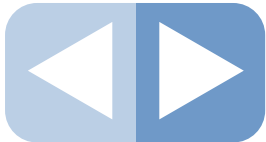
The benefits of working with KPIs in the realm of processes are obvious.

- Easier to manage and control or adjust processes.
- Identification of points for improvement.
- Fact-based working instead of being led by 'emotion'.
- Clearly quantifiable.
- A performance indicator will be effective only if it is relevant, clearly defined, realistic, easy to measure and can be influenced.

### **Possible pitfalls when developing performance indicators**

Of course, there are also pitfalls to be alert to here:

- Defined indicators are misaligned with or even contravene the organisation's KPIs.
- Indicators are not clearly documented or measurable.
- Indicators with an objective are not realistic or relevant.
- Too many performance indicators defined for each process.
- Performance indicators are considered static and not regularly reviewed or adjusted.



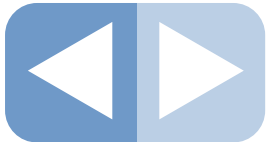
## Support by Sensus process management

External audits are performed by the certification body, while internal ones can be conducted by your own employees. If required, we can support you in drafting a well-thought-out audit plan, training and/or supervising your internal auditors, or even conduct the whole internal audit for you. We can also help you develop performance indicators for each of your processes.

This concludes the eighth and final instalment in our series of newsletters about process management. We hope this series of newsletters has given you an accurate idea of how you can tackle process management at your organisation. You can, of course, always fall back on our expertise.



## More information



Sensus process management consultants specialise in modeling and improving processes in a wide range of different organisations. Result driven, their overarching aim is to enable you to eventually take ownership of your own process management. This is how you make the most of your collaboration with Sensus process management.

### Free trial Sensus BPM Online!

[Download a free trial version](#) of Sensus BPM Online and find out how you can easily model and document your processes!

Would you like tailored advice, take training or schedule a no-obligation appointment? If so, please call us on **+31 (0)88 888 7777** or email [info@sensus-processmanagement.com](mailto:info@sensus-processmanagement.com).

For further details about the possibilities Sensus process management® can offer you, please go to: [www.sensus-processmanagement.com](http://www.sensus-processmanagement.com)