

Process Mapping and Waste Identification Quick Reference Card

Intended for use by Business Analysts

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How to Map a Process

- Understand where the process starts and stops **FIRST!**
- Brainstorm the functions that touch the work process
 - If possible, invite all team members to participate in developing the process map
- Create a “swim-lane” in the map for each function identified
- Start by writing the first activity and then map the work process task-by-task
 - Process map denotes time from left to right; only stack tasks if they happen at the same time
- Review the process from start to finish to make sure that the tasks/decisions are in the right order and see if any activities are missing
- For each task, think about:
 - Estimated time to accomplish the task
 - Frequency of occurrence
- Capture any other relevant work process information on the map
 - Add a swimlane for systems/deliverables/job aids/templates etc.

Process Map Symbols



- **Rectangle** – denotes a task in the process



- **Diamond** – denotes a decision to be made in the process



- **Oval** - Used to show the materials, information or action (inputs) to start the process or to show the results at the end (output) of the process



- **On or Off Page Reference**- Identifies a break in the process map and is continued elsewhere on the same page or another page



- **Arrows** - Show the direction or flow of the process



- **Sub-process box**- One or more tasks that accomplish a significant portion or stage of a process



- **Document** - This shape represents a step that results in a document

Continuous Improvement – Process Mapping Quick Reference Card

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Forms of Waste

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- **M**ovement
 - Unnecessary movement
- **W**aiting
 - Delay in work activity while some needed resources becomes available
- **I**nterruptions
 - Stoppage in work activity due to some external factor
- **S**earching
 - Activity required to locate some needed resource
- **I**nspections
 - Checking for defects by a workstation different from the producing workstation
- **D**efects
 - Time required reprocessing a product, component or information item to fix the defective unit
- **S**etup
 - Labor required readying a performer, machine or process, or change from one work process to another
- **I**nventory, Storage and Overproduction
 - Making more, earlier, or faster than is required by the next process
- **U**nnecessary Processing
 - Work activity that is repetitive or otherwise unneeded in order to advance progress of a product or service
- **N**on-Utilized Talent
 - Underutilizing people's talents, skills and knowledge

Categorize Issues

People	Process	Technology	Culture	Information
<ul style="list-style-type: none">• Motivation and competencies of the people involved• Example: Training issues	<ul style="list-style-type: none">• The conceptual soundness, fit and speed of the approach followed• Example: Assigning user access issues	<ul style="list-style-type: none">• The hardware, software, architecture and information flows used• Example: Network bandwidth issues	<ul style="list-style-type: none">• Leadership support and organizational incentives• Example: Disregard for Risk	<ul style="list-style-type: none">• Accuracy, timeliness, content and completeness of documents and data• Example: Info in form is incorrect