

Checklist for process optimization

Preparation

- Copy the template and restrict permissions so that only PrOpti members can view and edit the page.
- Get an initial overview of the process in the PrOpti team.
 - Review the process documentation and note any questions or issues.
 - Derive quantities from document management system (DMS): see checklist for Disco!! TimeWarp!!!
 - Derive working times from DMS: see checklist for Disco!! TimeWarp!!!
 - Distribute tasks for the workshop
- Determine participants (domain experts) for the workshop (coordinate with team leaders if necessary)
- Send out invitation with agenda and necessary preparation

(First) Workshop

- With domain experts
 - Recording the current process
 - Updating the documented process
 - Identifying problems
 - Noting optimization ideas
 - Decision: Is measurement required?
 - If yes:
 - Define the objective of the measurement
 - Define the process steps for the measurement
 - Identify the necessary attributes

Decision: Measure process manually

- Clarify responsibilities in PrOpti for the administration of the process measurement tool
- Decide on number of cases required and the time period
 - Number:
 - Time period:
- Clarify with the respective team leaders:
 - Participants in measurement (names, number) => recording team
 - Time period of the process survey
 - Special requests for data collection (e.g., error type)
- Prepare process measurement
 - Process definition (process steps with explanations/sub-steps)
 - Check whether attributes are relevant for the evaluation and then define
 - Documentation in Excel
 - Basis for tool administration
- Test the process measurement in the process measurement tool
- Final coordination of the process steps, including detailed description, with the recording team
- Final administration of the process in the process measurement tool
- Conduct training for the recording team
 - Schedule training for 60 min.
- Start test run (approx. 2-3 days) and delete the test measurements after the agreed end of the test
 - Note: Always write “Test” in the name of test measurements so that these cases can be deleted after the test phase

- Plan dates for evaluation and workshops with the recording team

Performing the measurement

- Appoint the person primarily responsible for QA of the measurement
- Ensure that someone with admin rights is always available to support the process measurement tool
- Continuously check whether measured cases are plausible in terms of time
 - If necessary, consult with the team
 - If necessary, clean up or delete cases
- Continuously check whether the number of measured is sufficiently high
 - If validity is given, coordinate with the team leader
 - The basis for this is the histogram and the number of measured cases
 - Any extension must be coordinated with the team leader
 - In the event of an extension, the recording team must be informed by email

Follow-up

- Final plausibility check of the collected data in the process measurement tool
 - Open the process measurement tool and log in as admin
 - Identify outliers and delete cases → View minimum, maximum
 - Attributes (Excel export - XLSX):
 - Has everyone set cases attributes? → Ask / delete
 - Delete incomplete cases
- Take screenshots of graphics from the process measurement tool and mark the median → save in the project directory and insert on the evaluation page
 - 1. Graphic: Overview of working time and throughput time
 - 2. Graphic: Working times for the individual process steps
- Generate file export for the Disco tool
 - Export lifecycle log and save it in the project directory of the process
- Evaluation of data in Disco (process mining tool): see checklist for Disco!! TimeWarp!!!
- Conducting the process analysis
 - Comparison of current processes and documented process
 - Derive quantities from document management system
 - If necessary, derive working times from document management system and compare with measurements. Same approach as above! TimeWarp!!!
 - Review of responsibilities for each process step
 - Identification of redundancies and review of system interfaces
 - Preparation of results for workshop
 - Note standard questions for workshop
 - In your opinion, are the tasks in the measured process being handled by the right people? (Organizational structure)
 - If not, what should be changed?
 - Are there tasks in this process incorrectly assigned within the team?
 - If necessary, are there opportunities for optimization in the calculation tools?
 - Is there a dual control system in the process that could be improved? (Type of control, optimization, omission?)
 - What types of errors occur during the processing of the process that are noticeable in the audit, and how often do these errors occur?
 - If available, is the dual control in this process appropriate?
 - What optimization approach is there for letter writing?
 - Are there any other optimization approaches that have not yet been mentioned here?
 - How did you find the process survey?
 - What went well and what could be improved in the next process survey?
- **Conduct workshop with recording team**

- Present analysis
- Discuss questions
- Derive recommendations for action
- Finalize analysis page
- Coordinate results
 - First: within PrOpti team
 - Second: with recording team
 - Third: with team leader and department manager including assigning tasks for implementation
- Share the Confluence page with the entire organization
- If necessary, present the results in a brown bag session or blog post

Decision: don't measure process manually

- Finalize analysis page
- Evaluate additional data if necessary (e.g., inventory management system)
- Coordinate results
 - First: within PrOpti team
 - Second: with recording team
 - Third: with team leader and department manager including assigning tasks for implementation
- Share the Confluence page with the entire organization
- If necessary, present the results in a brown bag session or blog post

Checklist for Disco

- Import lifecycle log or import DMS data via Airlift.
- Activate TimeWarp: Mon-Fri 00-24h and add bank holidays for Germany; enter special days if necessary (Dec. 24, Dec. 31, etc.).
- Always 100% activities.
- Find a suitable level of detail for Path.
- Get an overview of all cases without filters
 - Inspect Case Frequency, Case Coverage, Median Duration, Total Duration
 - Note any anomalies and questions
 - Export suitable images and store them in the process analysis directory
- If necessary, get an overview of all cases without filters
 - Inspect Case Frequency, Case Coverage, Median Duration, Total Duration
 - Note any anomalies and questions
 - Export suitable images and store them in the process analysis directory
- If necessary, inspect variants
 - Note any anomalies and questions
 - Export suitable images and store them in the process analysis directory
- Inspect throughput time
 - Note median
 - Export histogramm and mark median
- If necessary, calculate the median working time for the entire project or for individual tasks from DMS data → Excel!