Business Process Management

From process mapping to improvement in two days

Harvard Computing Group, Inc
THE BPM COURSES

Some business processes are frozen in time and only seem to change at a glacial pace, a fact that has led many organizations to Harvard Computing Group’s Business Process Mapping (BPM) courses. Attendees want to develop the skills needed to deal with processes in their organization, and these courses are designed for organizations that appreciate the need for change to occur quickly.

Consistent, well-designed processes make life easier for staff as well as customers. The value is not just measured in financial terms, but also in quality of performance, the ability to scale the organization, standardized best practices, and alignment between staff and how work gets done.

Who is this for?

The course content is designed for individuals and consultants who want to be part of a team to harness the power of processes within the organization. You don’t need to be a business analyst, project manager or specialist to attend these classes. They are intended for ANYONE who wants to quickly learn BPM best practices and use these skills immediately.

“Excellent material for anyone involved in discovering, analyzing and improving business processes in any industry.”

Steve Empey
What makes these courses different?

The Harvard Computing Group (HCG) BPM courses have been designed based on hundreds of training engagements and projects over 20+ years. The courses are full of the “actionable” material, best practices, and the tools you need to begin your project quickly. The full set of courses can be delivered within two working days, minimizing disruption to your work schedule and keeping costs down. If you decide to attend the courses online, then each course is completed in 2 hours, making your total time investment only 8 hours to gain the encapsulated experience of hundreds of projects and training programs. This will be the fastest way to start a project, no matter the size.

Methodology

All HCG training, consulting and software products are based on finding the simplest way to communicate, analyze and improve processes. The Simplified Process Method™ is the centerpiece of this approach; it provides the process roadmap and illustrates each element needed to discover, document, analyze, improve, and manage your process. The result is processes that are documented to the task level.
The Simplified Process Method can be applied to any methodology currently in the marketplace including Lean, Six Sigma, Kaizen, ISO, and industry-specific best practices. Various project management techniques, including PMBOK and PRINCE2, can also be applied using these principals.

**Which courses to choose?**

“Not only did I find the content very beneficial (including templates and practical example sheets) but I was also impressed with the ability of the facilitator to leverage information and examples based on his extensive experience with clients. I found answers to questions on how to apply course content across different cultures, industries and across different points of a consultant’s career. I would definitely look out for more courses from Harvard Computing.”

Noha Shaban

The table below provides guidance for which course to choose for your organization. Recommendations for pre-requisites are included.

**Course Selection Matrix**

<table>
<thead>
<tr>
<th>Skill desired</th>
<th>Prior skills required</th>
<th>Course recommendation</th>
<th>Tools required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learn about process mapping</td>
<td>None</td>
<td>BPM 101</td>
<td>Internet access</td>
</tr>
<tr>
<td>Document existing processes</td>
<td>Some process mapping knowledge</td>
<td>BPM 102</td>
<td>Internet access and drawing tools</td>
</tr>
<tr>
<td>Analyze processes</td>
<td>Process mapping and discovery knowledge</td>
<td>BPM 201</td>
<td>Internet access</td>
</tr>
<tr>
<td>Improve processes</td>
<td>Process mapping, discovery and some analysis knowledge</td>
<td>BPM 202</td>
<td>Internet access</td>
</tr>
<tr>
<td>BPM Business Analyst Certification</td>
<td>All skills above</td>
<td>All above</td>
<td>On-site class. Drawing tools</td>
</tr>
</tbody>
</table>

*Source: Harvard Computing Group, Inc.*
BPM 101: Fundamentals of Process Mapping

Objective

The objective of this course is to provide the student with comprehensive knowledge regarding the tools, format and methods used to create process maps that are easy to create, read, and understand.

This course will provide guidance for intended practitioners of Business Process Management, managers, and other interested parties looking to understand what Process Mapping is and how to apply it in their organizations.

Specific Goals (Outcomes)

- Be able to document a process map that users will be able to understand easily
- Create maps that meet the requirements of various audiences
- Provide managers and supervisors with an understanding of how process maps are created and their specific value to the organization.
Syllabus

Segment 1: Introduction to Simplified Process Mapping Method.

Segment 2: What is process mapping? Review the definition of process mapping.

Segment 3: Where to use process mapping? Overview of areas where process mapping is used in organizations today. Efficiency, Governance, Quality and Change are areas reviewed and discussed.

Step by Step

- Instructive in nature
- Designed to guide reader
- Often linear but less so than narrative
  - Go to out of sequence text
  - More graphical in nature
  - Illustrations often added to provide guidance

Segment 5: Where to use process maps versus other approaches. How process maps co-exist with other information sources. Review of the benefits of the process maps versus other approaches.

Segment 6: Shapes, their meaning and applications.
Learning application of shapes to process maps. Recommended shapes in your process maps. Why we recommend limiting the number of shapes in use.

Segment 7: The flowchart and the swimlane. What they are and where to use them.

Segment 8: Building process maps. Best practices with examples.
Segment 9: Which tools to use and where. Hyperlinking, databases and desktop tools for your process maps.

Segment 10: Review and Q&A

Duration

1. Online: 2 hours
2. On-site: 4 hours

Course Structure

This course is offered in two formats: online and on-site. The online course is an instructor-led webinar. The on-site course is instructor led and includes practical exercises required for successful certification. Courses are available to the public by signing up at www.harvardcomputing.com or www.taskmap.com in the training section of our web site.

Textbook and Course Materials

Course materials will be delivered online prior to the course. These include:

- BPM 101 Fundamentals of Process Mapping workbook (PDF format)
- Exercises and test materials for certification course.

Instructors

Michael J. Cunningham
Scott A. Helmers

Course requirements/prerequisites

None

Tools required

- Internet access to courseware.
- Connectivity to browser with Cisco WebEx plug in.
Certification

Each participant of the online course will receive a Certificate for completion and participation in the course.

On-site students will be assessed throughout the course and receive certification for *Business Analyst* if all 4 courses and exercises in the certification process are completed successfully. These include:

BPM 101 – Fundamentals of Process Mapping

BPM 102 – Process Discovery and Capture

BPM 201 – Process Analysis

BPM 202 – Process Improvement
BPM 102: Process Discovery

Objective
The objective of the course is to learn a proven method of discovery, which will allow the student to effectively discover and capture processes in an organization.

Specific Goals (Outcomes)
- Learn how to scope a Process Discovery initiative
- Determine how to precisely identify the level of detail required for the project
- Learn to use discovery tools and techniques to build process maps without having to continually revisit interviewees to capture missing information
Syllabus

Segment 1: Where does discovery start in a project?


Segment 3: Business goals and objectives. Tying discovery to the business stakeholder needs.

Segment 4: Why scoping your discovery project is important.

Segment 5: The impact of organizational culture.

Segment 6: Discovery methods and techniques; capture tools, interview models, discovery methods and strategies.
Segment 7: Discovery agenda preparation, tools and templates.

Sample agenda

- Introductions (10 mins)
- Review Objective and goals of Discovery session (5 mins)
- Explain Discovery tools and method to be used (10 minutes)
- Begin Discovery process (60-120 mins
  - Start interview
  - Use existing materials for reference (if available)

Segment 8: Stickcharts, tablets, MS Excel, Visio, Live capture, Web and video conferencing.

Segment 9: Discovery layout techniques.

Segment 10: Review and Q&A

Duration

1. Online: 2 hours
2. On-site: 4 hours

Course Structure

This course is offered in two formats: online and on-site. The online course is an instructor-led webinar. The on-site course is instructor led and includes practical exercises required for successful certification. Courses are available to the public by signing up at

www.harvardcomputing.com or www.taskmap.com in the training section of our web site.
Textbook and Course Materials

Course materials will be delivered online prior to the online course instruction. These include:

- BPM 102 Process Discovery (PDF format)
- Exercises and test materials for certification course.

Instructors

Michael J. Cunningham
Scott A. Helmers

Course requirements/prerequisites

None

Tools required

- Internet access to courseware.
- Connectivity to browser with Cisco WebEx plug in.

Certification

Each participant of the online course will receive a Certificate for completion and participation in the course.

On-site students will be assessed throughout the course and receive certification for Business Analyst if all 4 courses and exercises in the certification process are completed successfully.

BPM 101 – Fundamentals of Process Mapping
BPM 102 – Process Discovery and Capture
BPM 201 – Process Analysis
BPM 202 – Process Improvement
BPM 201: Process Analysis

Objective
The objective of this course is to teach students to systematically analyze areas in existing processes where opportunities for change exist. Opportunities may include improving efficiency, reducing risk by meeting compliance requirements, and increasing quality standards.

Specific Goals (Outcomes)
- Learn how to analyze existing processes to identify areas where they can be incrementally improved from their current state in the following areas:
  - Comprehension (understanding)
  - Efficiency
  - Quality
  - Governance
- Support management goals and objectives in Business Process Management

Syllabus
Segment 1: The reasons why we analyze processes.

Segment 2: Which areas in a process require analysis?
Segment 3: Best practices for a successful analysis of existing or new processes.

Segment 4: Objectives and goals; how they impact the analysis process.

Segment 5: Overview of the “four pass system”: Comprehension, Efficiency, Governance and Quality.

Segment 6: Using the Lens Metaphor for effective analysis.

Segment 7: “Comprehension” working model and exercise.

Segment 8: “Efficiency” working model and exercise.

Segment 9: “Quality” working model and exercise.

Segment 10: “Governance” working model and exercise.

Segment 11: All about risks and controls.

Segment 12: Review and Q&A
Duration

1. Online: 2 hours
2. On-site: 4 hours

Course Structure

This course is offered in two formats: online and on-site. The online course is an instructor-led webinar. The on-site course is instructor led and includes practical exercises required for successful certification. Courses are available to the public by signing up at www.harvardcomputing.com or www.taskmap.com in the training section of our web site.

Textbook and Course Materials

Course materials will be delivered online prior to the online course instruction. These include:

- BPM 201 Process Analysis (PDF format)
- Exercises and test materials for certification course.

Instructors

Michael J. Cunningham
Scott A. Helmers

Course requirements/prerequisites

None

Tools required

- Internet access to courseware.
- Connectivity to browser with Cisco WebEx plug in.
**Certification**

Each participant of the online course will receive a Certificate for completion and participation in the course.

On-site students will be assessed throughout the course and receive certification for *Business Analyst* if all 4 courses and exercises in the certification process are completed successfully.

- BPM 101 – Fundamentals of Process Mapping
- BPM 102 – Process Discovery and Capture
- BPM 201 – Process Analysis
- BPM 202 – Process Improvement
BPM 202: Process Improvement

Objective

The objective is to learn how to plan and deliver a process improvement program from a proven framework. Students will learn specifically how to run a process improvement workshop in the context of an overall framework comprising discovery, analysis and improvement.

Specific Goals (Outcomes)

- Understand the purpose of Business Process Improvement (BPI)
- Learn a repeatable proven framework for BPI and organizational change based on improving processes
- Be able to facilitate a BPI workshop
- Learn to identify Business Support Materials required for implementing Future State processes

Syllabus

Segment 1: Business Process Improvement (BPI) defined and key terms.

Segment 2: BPI framework overview and project timeline examples.
Segment 3: Planning and Preparation. Objectives, input and outputs, and project responsibilities.

Segment 4: Gathering business requirements and creating the business vision.

Segment 5: Running a Business Process Improvement workshop. Key agenda items, consensus building, reviewing existing processes.

Segment 6: Technology awareness. What it is and why it’s important.

- Brainstorm goals/objectives and further refinement into KPIs that can be measured.

Segment 7: Guidelines for setting and agreeing goals.

Segment 8: Identifying key performance indicators.

Segment 9: Capturing the future state process.

Segment 10: Developing business support materials.

Segment 11: Managing the framework.

Segment 12: Review and Q&A
**Duration**

1. Online: 2 hours
2. On-site: 4 hours

**Course Structure**

This course is offered in two formats: online and on-site. The online course is an instructor-led webinar. The on-site course is instructor led and includes practical exercises required for successful certification. Courses are available to the public by signing up at [www.harvardcomputing.com](http://www.harvardcomputing.com) or [www.taskmap.com](http://www.taskmap.com) in the training section of our web site.

**Textbook and Course Materials**

Course materials will be delivered online prior to the online course instruction. These include:

- BPM 202 Process Analysis (PDF format)
- Exercises and test materials for certification course.

**Instructors**

Michael J. Cunningham
Scott A. Helmers

**Course requirements/prerequisites**

None

**Tools required**

- Internet access to courseware.
- Connectivity to browser with Cisco WebEx plug in.
Certification

Each participant of the online course will receive a Certificate for completion and participation in the course.

On-site students will be assessed throughout the course and receive certification for Business Analyst if all 4 courses and exercises in the certification process are completed successfully.

BPM 101 – Fundamentals of Process Mapping
BPM 102 – Process Discovery and Capture
BPM 201 – Process Analysis
BPM 202 – Process Improvement
Contact

For further information or a detailed plan for your organization please contact HCG at:

Harvard Computing Group, Inc.
225 Cedar Hill Street, Suite 200,
Marlborough, MA 01752
USA

Telephone +1 978-800-4590
For Sales Option 7
For Support Option 8

Fax +1 978-428-0707

Email: sales@harvardcomputing.com

www.harvardcomputing.com
www.taskmap.com