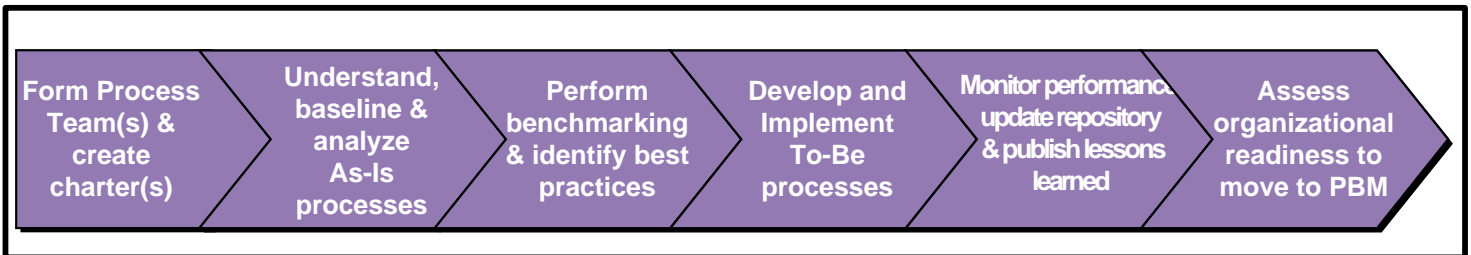




AN OVERVIEW OF STEPS FOR MOVING FROM ENGAGED TO MANAGED

FOCUSES THE ORGANIZATION ON COMPREHENSIVELY MANAGING INDIVIDUAL PROCESSES. THE WORK IN THIS PATHWAY INITIATES CHANGE IN MINDSET FROM FUNCTION TO PROCESS AND BEGINS THE CONTINUOUS IMPROVEMENT LOOP.



Desired End State:

1. Each end-to-end process is visible to, and understood by those performing or impacted by the process.
2. Process metrics exist for the end-to-end processes and the metrics are actively being managed
3. Standard improvement methodologies are in place and being followed
4. Process Teams are managing and continuously improving processes.
5. A clear and compelling case is made to move to PBM.

Key Outputs:

1. A “living” Process Repository, including current process documentation, current process metrics and measurable improvements
2. Updated Performance Plans, based on the performance of the current end-to-end process
3. Prioritized process improvement projects, based on the key drivers of performance
4. Readiness Assessment, which provides the data necessary to make the decision to proceed to PBM

Key Roles and Responsibilities in the Pathway:

Process Owners: Acquire and Manage resources to improve processes, Identify targets and metrics for their processes

Process Teams: perform all the documentation and analysis of processes and implementation of the To Be Process

Process Council: Establish teams and identify goals; approve the decision to proceed to PBM

PBM Office: provide the support for the Process Teams, Process Owners and Process Council

Impact on the Business:

1. Process improvement is prioritized and strategically aligned.
2. Process improvements result in improved time, cost, customer satisfaction, and/or quality
3. Process metrics are aligned to customer expectations leading to targeted improvements
4. Increased awareness of both risk and mitigating controls at the process level
5. Employees begin to buy in to the process based approach
6. Improvements to one process could sub-optimize other end-to-end processes.
7. Resistance to managing processes is visible and could negatively impact advancing to the next level