

Analyze Case Study:

Improving process efficiency

Executive summary

A client within the Professional Services industry engaged Analyze Consulting to establish a clear view of the roles, responsibilities, tasks and timelines involved in their annual remuneration review process. They wanted to ensure that this process was streamlined, optimised and well managed. Analyze Consulting successfully achieved this goal by analysing the client's As-Is remuneration processes, which allowed them to identify any bottlenecks or inconsistencies in their review process.

Background

The annual review process runs for almost 9 months each year and includes all 700 staff members. The most significantly impacted business areas were the HR and Finance departments. The scope of the project was to review all the HR remuneration review processes as well as all Finance processes that touched on the HR remuneration process, e.g. staff payroll.

Key business opportunities

By analysing and documenting the processes across each impacted area, we were able to improve:

- Clarity of roles and responsibilities in HR and Finance
- Clarity of mandates in these business areas
- Dependencies between other processes
- The information required for each step of the process
- Planning – ensuring that the correct actions are timeously executed

All resulting in an optimized, streamlined process.

Our approach

Our approach started with defining a detailed process inventory for the two affected areas: HR and Finance. This enabled us to understand the number of processes for each area, who the process owners were, and allowed us to keep track of the status of each process throughout the project. We then prioritised the processes to agree on the project scope and manage expectations. We conducted process workshops with the impacted stakeholders to elicit process inputs, outputs, controls, decision points, timing, bottlenecks, redundancy and risks. We then modelled the business processes to the agreed level of detail.

Finally, we conducted review sessions for each process, provided recommendations and obtained stakeholder sign-off for each process.

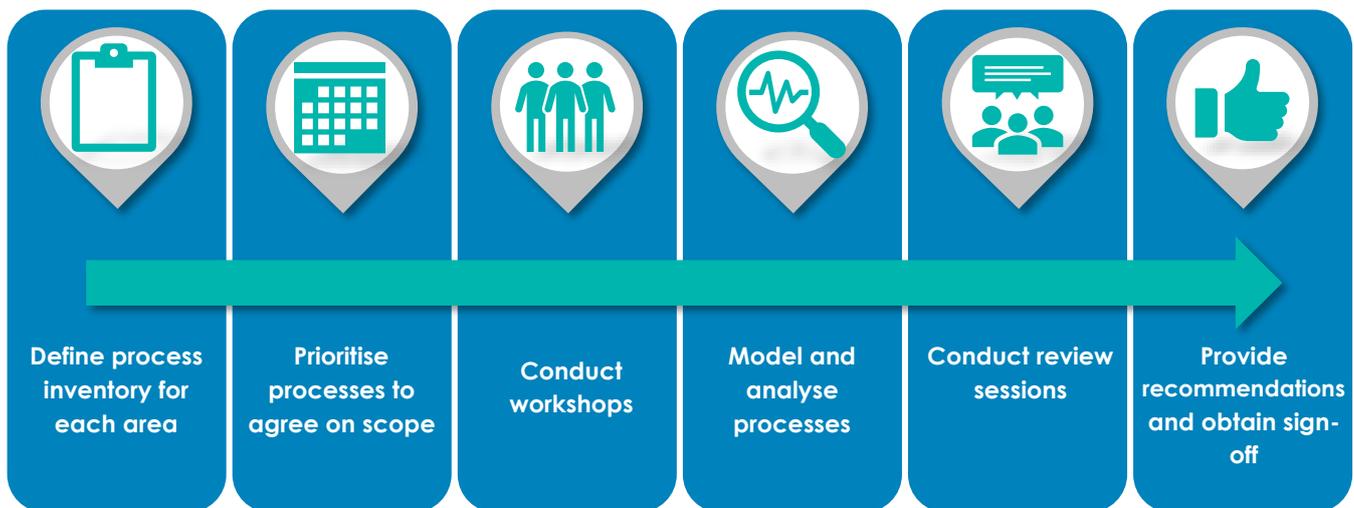


Figure 1: Our approach

Documenting the processes

We compiled each process into a process narrative document, which included:

- The process overview (scope)
- Primary and secondary roles
- A modelling notation table (to assist in the reading of the process maps)
- A Level 3 and Level 4 process map
- A RACI Matrix (which clearly identified the roles and responsibilities of each actor)
- Process objective
- Process frequency
- Key documents
- Business rules
- Pre-conditions

- Process triggers
- Process narratives
- Success criteria
- Process constraints
- Post conditions
- Process task timelines (depicting each task, which actor performs the task and when the task takes place)
- Recommendations

Project outcome

After the handover, Analyze Consulting ensured that the clients would be able to:

- Implement the recommendations given, resulting in a more efficient process
- Use the process mapping documents as training aids for new staff
- Use the process mapping documents to identify bottlenecks and inefficiencies, as well as determine appropriate methods of improvement
- Manage any process changes by editing the process maps and documents through version control
- Clearly identify roles and responsibilities throughout the process
- Have a clear and accurate understanding of the entire process from start to finish.

Need to improve and optimise business processes?

Get in touch: +27 21 447 5696 | info@analyze.co.za | www.analyze.co.za