



Best Practice Training Catalog

Business Process Management

From process mapping to improvement in two days



Harvard Computing Group, Inc



THE BPM COURSES

The image on the cover page represents the reason a lot of organizations have used HCG BPM courses to develop the skills needed to deal with processes in their organization. Some are frozen in time and seem to only change at a glacial pace. These courses are designed for organizations who appreciate the need for change to occur, and quickly.

Those who see the value in consistent, well-designed processes, how it will make life easier and better for staff as well as customers. The value is not just measured in financial terms, but in quality of performance, the ability to scale the organization, standardize best practices, do better by executing the “best” business processes, and not just documenting them.

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 in 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 want to learn quickly best practices about processes and use that skill quickly.



What makes these courses different?

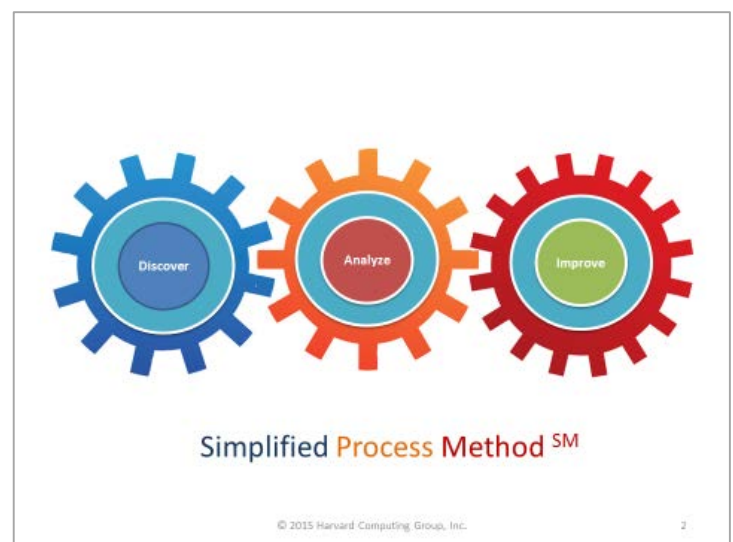
The HCG BPM courses have been designed based on hundreds of training engagements and projects over many years. The courses are full of the “actionable” material, best practices and tools you will need to begin your project quickly. The full set of courses can be delivered within 2 working days, minimizing disruption to your work schedule and keeping costs. If you decide to do this 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 up a project, whether small or huge.

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, with a process roadmap to illustrate each element of all needed to discover, document, analyze, improve and manage documented to the task level.

It can be applied to any method currently in the marketplace, including, Lean, Six Sigma, Kaizen, ISO and industry specific best practices. Project Management methods can also be



applied in this area including PMBOK and PRINCE2.

Which courses to choose?

The table below provides guidance for which course to choose for your organization.

Recommendations for pre-requisites – Course Selection Matrix

Skill desired	Prior skills required	Course recommendation	Tools required
	<i>Fundamental Skills</i>		
Learning about process mapping	None	BPM 101	Internet access to courseware
Documenting existing processes	Some process mapping knowledge	BPM 102	Internet access and drawing tools
	<i>Advanced Skills</i>		
Analyzing processes	Process mapping and discovery knowledge	BPM 201	Internet access
Improving processes	Process mapping, discovery and some analysis knowledge	BPM 202	Internet access
BPM Business Analyst Certification	All skills above	ALL ABOVE	On-site class

Source: Harvard Computing Group, Inc.

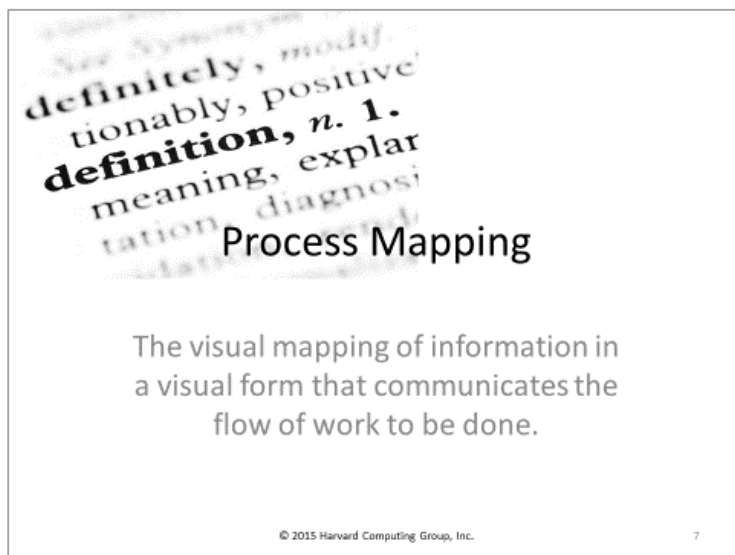
FUNDAMENTALS OF PROCESS MAPPING

COURSE DESCRIPTION BPM 101

Objective

To provide student with a comprehensive set of knowledge regarding the tools, format and methods to create process maps that will be easy to create, read and understand.

This course will provide guidance for intended practitioners of Business Process Management and managers or other interested parties looking to understand what BPM is and specifically Process Mapping.



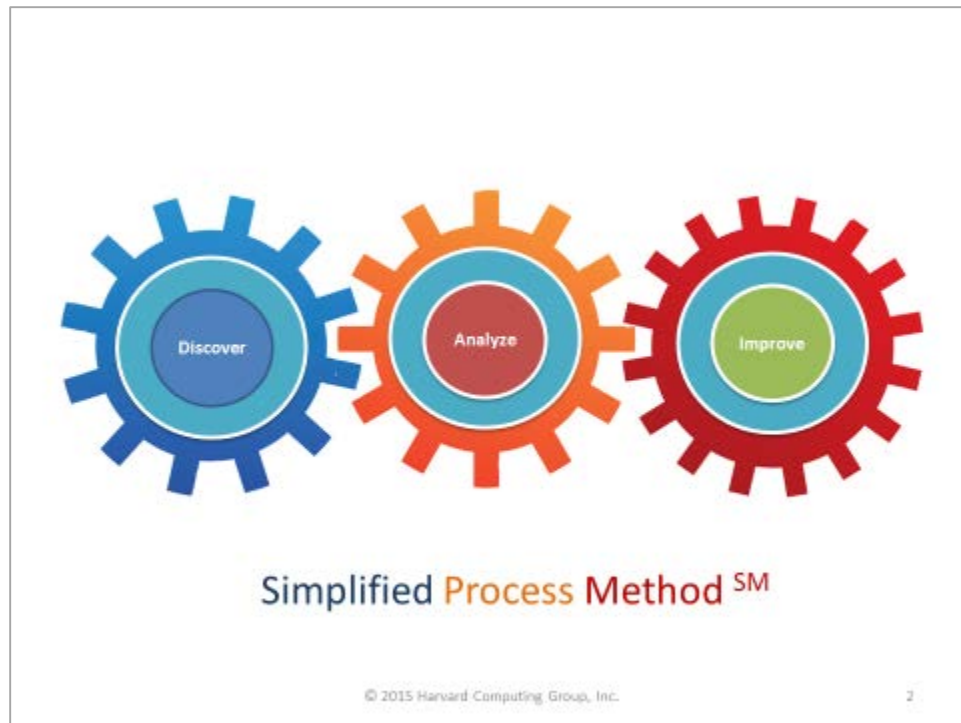
Specific Goals (Outcomes)

- Be able to document a process map that users will be able to understand easily
- Create maps that meet the requirements of differing audiences

- Provide managers and supervisors with an understanding of how process maps are created and their specific value to the organization.

Syllabus

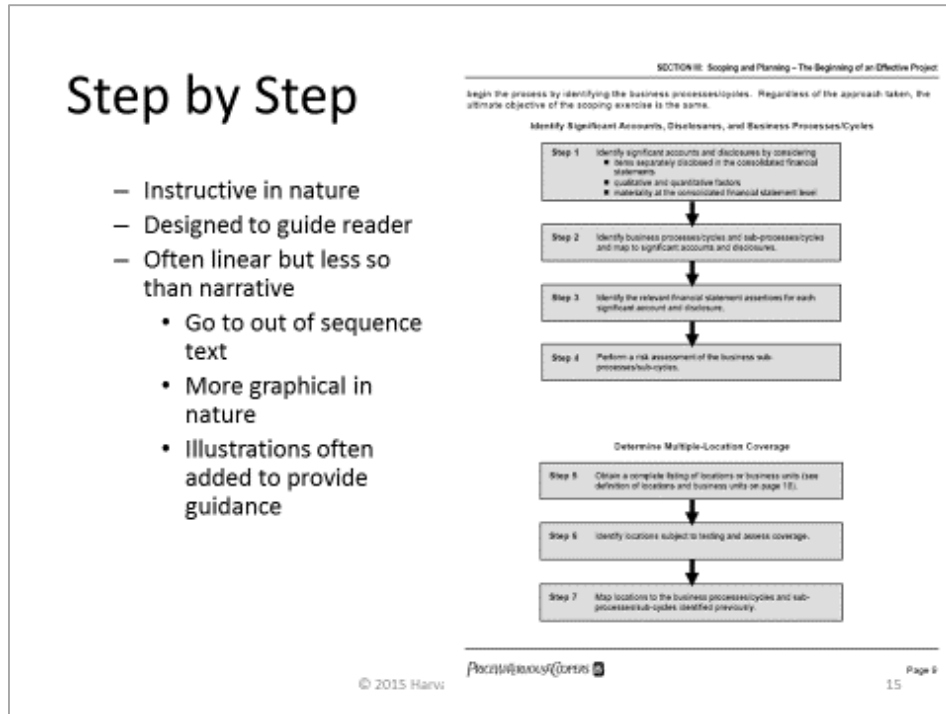
Segment 1: Introduction to Simplified Process Mapping Method.



Segment 2: What is process mapping? 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 areas reviewed and discussed.

Segment 4: Complimentary information sources for processes and procedures. Narrative, step-by-step approaches. When and where to use them. Differences between processes and procedures. Introduction to visual processes. Introduction to the process map.



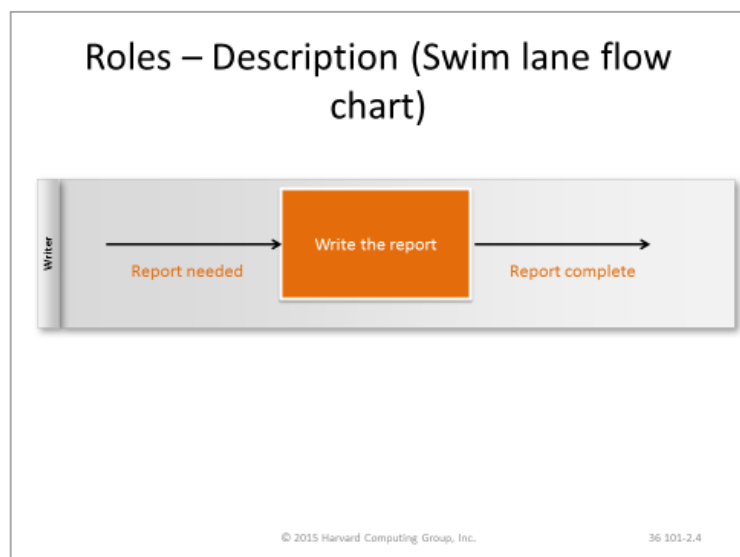
Example of step-by-step approach

Segment 5: Where to use process maps versus other approaches. Co-existing with other information sources. The benefits of the process map.

Segment 6: Shapes, their meaning and applications. Learning application of shapes to process maps. Limiting range of shapes in use and why.

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.

Segment 10: Review and Q and A

Duration

1. Online instructor led 2 hours
2. Onsite instructor led with practical exercises for certification 4 hours

Course Structure

This course will be delivered in two formats. Online and on-site. The online course is instructor led via web courses. 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 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 through the course and a certification for Business Analyst if all 4 courses in the certification process are completed successfully. These include:

BPM 101 – Fundamentals of Process Mapping

BPM 102 – Process Discovery and Capture

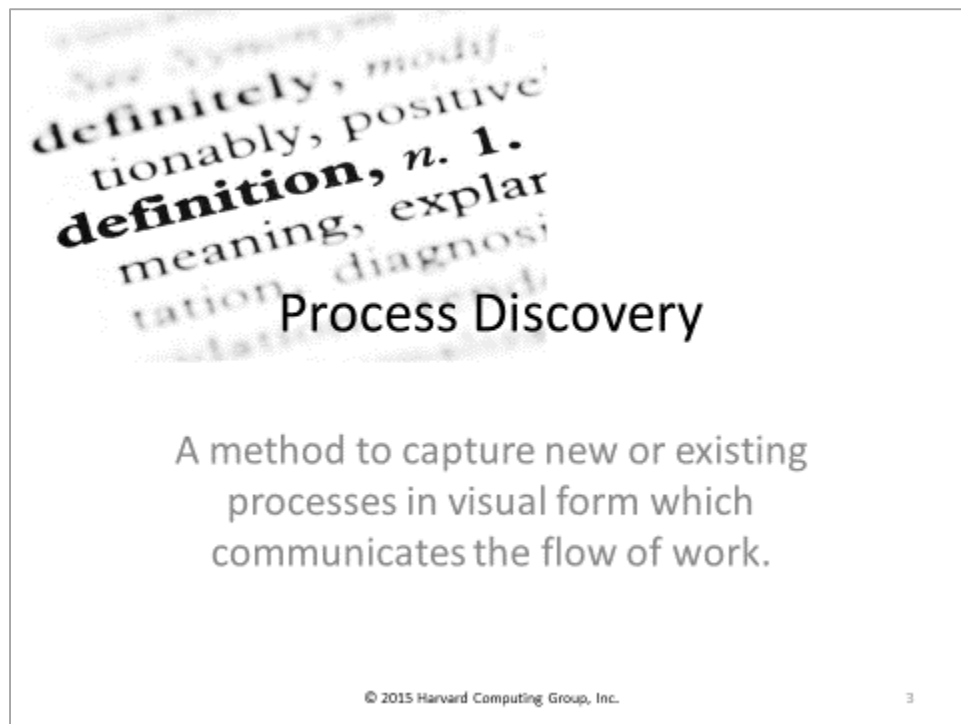
BPM 201 – Process Analysis

BPM 201 – Process Improvement

PROCESS DISCOVERY COURSE DESCRIPTION BPM 102

Objective

To learn a proven method of discovery which will allow effective capture and discovery of processes in an organization.




Specific Goals (Outcomes)

- Learn how to scope a Process Discovery initiative
- Determine how to identify precisely the level of detail required for the project
- Learn to use discovery tools and techniques to build process maps without having to continually return to the organization to capture missing information

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)



CHECKLIST

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

Segment 9: Discovery layout techniques

Segment 10: Review and Q and A

Duration

3. Online instructor led 2 hours
4. Onsite instructor led with practical exercises for certification 4 hours

Course Structure

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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 through the course and a certification for Business Analyst if all 4 courses 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 201 – Process Improvement

PROCESS ANALYSIS COURSE DESCRIPTION BPM 201

Objective

To identify areas in existing processes where opportunities exist for improvement in 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.

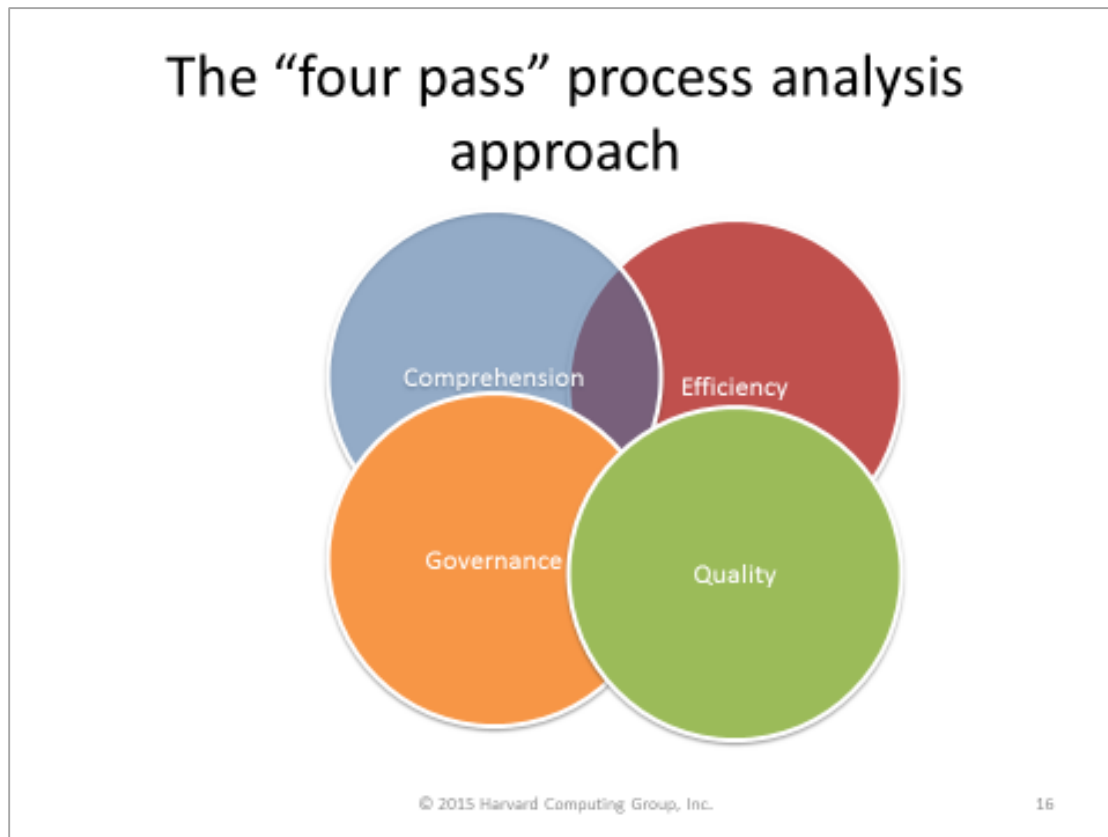
Segment 2: What needs to be analyzed.

Segment 3: Best practices for a successful analysis of existing or new processes.

Segment 4: Objectives and goals; How they affect 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 analysis. Working model and examples.

Segment 11: Risks and controls. Categories and how to apply them to analysis of project.

Segment 10: Review and Q and A

Duration

- Online instructor led 2 hours
- Onsite instructor led with practical exercises for certification 4 hours

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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

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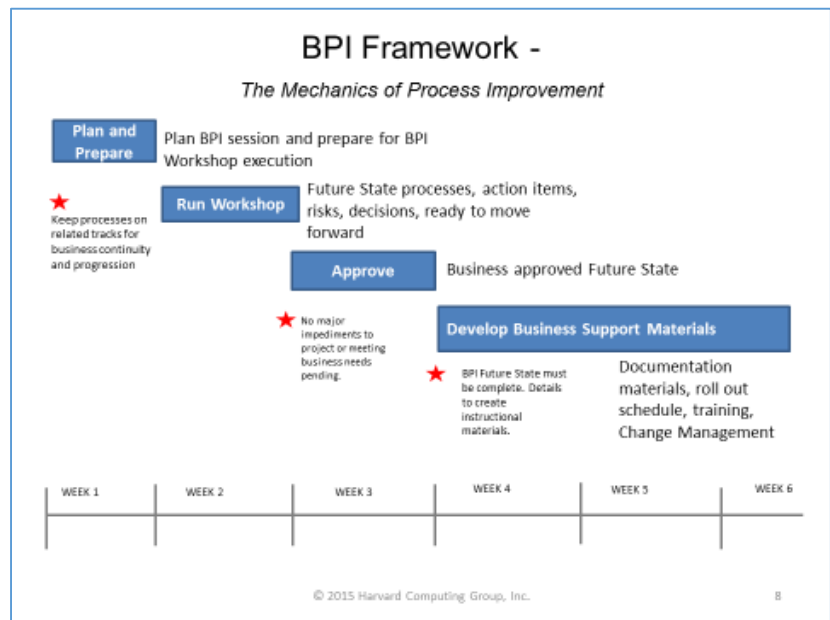
BPM 201 – Process Analysis

BPM 201 – Process Improvement

PROCESS IMPROVEMENT COURSE DESCRIPTION BPM 202

Objective

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
- 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

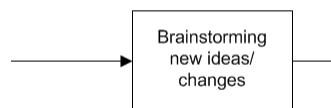
Segment 2: BPI framework overview and project timeline examples

Segment 3: Planning and Preparation. Objectives, input and outputs, responsibilities.

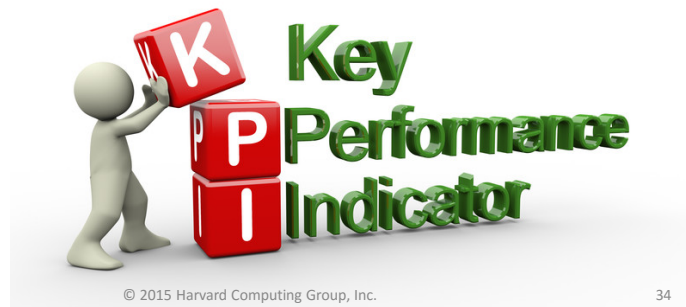
Segment 4: Gathering business requirements and creating the business vision

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

Segment 10: Developing Business support materials

Segment 11: Managing the framework

Segment 10: Review and Q and A

Duration

- Online instructor led 2 hours
- Onsite instructor led with practical exercises for certification 4 hours

Course Structure

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Textbook and Course Materials

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

- BPM 202 Process Improvement (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.

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BPM 101 – Fundamentals of Process Mapping

BPM 102 – Process Discovery and Capture

BPM 201 – Process Analysis

BPM 201 – Process Improvement

Contact

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

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