

which each team member proposes an example of an aligned process and challenges the other team members to constructively criticize the process. With an understanding of an aligned process in place for the process team, its attention can be turned toward the task of aligning the candidate processes prioritized with the steering committee.

Creating the Process Blueprint

As described previously, the Orgware DEM is a tool that enables the creation of a business process model. Here, you review a methodology able to produce a valid business model independent of the DEM tool. The results obtained here can be used as a starting point for the DEM.

The members of the process team were originally chosen as representatives of specific functional areas. As such, the candidate processes need to be divided accordingly among the team. The division would occur naturally along functional department boundaries. Each team member has to adopt his or her share of any orphan processes found on the boundary between departments.

Reviewing Process Scenarios Each process team member needs to generate a list of ideas or opportunities for the candidate processes or functional areas they have been assigned. This can range from improvement ideas to introducing new or replacement processes. They are referred to as *process scenarios*. This step can be done in preparation to entering the business function model into the DEM. The Process Scenario database should include the following:

- *Identification number.* An index to uniquely identify the process scenario.
- *Process scenario description.* A textual explanation of the scenario.
- *Process team originator.* A process team member not directly responsible for a functional area may contribute an applicable process scenario.
- *Date captured.* To provide the ability to age the process scenario list.

Reviewing Process Tasks Each process team member is responsible for reviewing the available process scenarios and adopting (or dismissing) those that are relevant (or irrelevant) to their functional area. These are called *process tasks*. A process task is a high-level set of operations that must be complete in order to move the process on to the next stage. This step can be done in preparation to entering the business process model into the DEM.

Each adopted process scenario must be assigned to a particular role within a given functional department. This is the first point at which the process team members begin to order process tasks. Until this point, the process scenarios have been unordered. The Process Tasks database should include the following:

- *Functional area.* The department that this scenario currently belongs to (if it is an improvement) or the department that has to execute this process (if it is a new process).
- *Role.* The set of skills required to complete this process transaction. The role is filled by individuals within the department.
- *Task number.* An index that orders the process tasks for the role to complete.