Reviewing Process Steps   The process tasks must now be broken down into process steps. Process tasks occur based on business logic, whereas when a process task begins, the internal process steps run from start to finish. Each step is a finite action that is easily understood and actionable by the assigned role. Creating process steps aids development of the DEM business process model. For example, this could be the execution of a particular Baan session.

The Process Step database is sorted according to the process tasks. The Process Step database should include the following:

- A cross-reference to the parent process task, which then dictates the department and role
- A Process Step index to group the process steps according to the process tasks

Conducting Process Workshops

Process team members need to conduct several process workshops. Each process team member conducts a separate workshop that involves the working group from the respective functional area or department. The purpose of the process workshop is as follows:

- To introduce the working group to the new or proposed process alignments (changes)
- To provide an opportunity to get feedback from the working group regarding further improvements
- To provide an opportunity to review the decisions surrounding the process changes
- To get approval from the working group for each process task and process step

Each workshop should be held more than once. As the name implies, the intention is that this be a working group, to be provided with ideas in progress and to obtain feedback that can further improve the process improvement work.

This is the opportunity for any and all discussion of why a process decision has been made. The goal is to address all concerns during the workshops. This avoids any discussion of "Why?" during the training period and leaves adequate time for the real purpose of training.

N O T E   In the case of process steps being completed in Baan, the process team member can review the menu navigation with the working group. ■

The process team member should create and manage a Process Workshop journal. This journal should include each workshop's agenda. All issues raised and process approvals obtained are logged. Reasons and rationale for decisions reached are captured to support future review of the decision process. It is as important to capture the rationale leading to a decision as it is to capture the decision itself. The decision may be challenged in the future. If the rationale isn't clearly understood, the decision may be reversed; it would be hazardous to reverse the decision when the impact is unknown. In subsequent workshops, the participants have a chronological history of all the decisions reached. This avoids the process team member having to recap all decisions in all meetings.