Creating Step Action Result (STAR) Tables

The culmination of the new or aligned processes is their being put into production. Regardless of whether the processes are manual, automated, or a combination, a similar approach can be used to produce effective training and reference documentation. This detailed process step reference is called a *Step Action Result Table*, or *STAR table*.

Whether the documentation is paper-based or electronic, a consistent approach provides a method for easily introducing individuals into new roles. For example, when an employee transitions from Accounts Receivable to Accounts Payable. The process training can be accomplished largely by reviewing the STAR table document. The STAR table document includes the following:

■ *A description of the role responsible to execute the process steps.* This provides a new employee with an understanding of which departments are effected by this process and how the role itself is positioned within the department.

■ *A description of the surrounding processes.* This particular process interacts with other processes up and down the process chain. It provides some insight into the impact this process has on other processes. When a larger order-to-cash process is not performing optimally, it makes it easier to determine which process tasks are involved. This eliminates starting at the beginning every time.

■ *Terms and definitions that are common to this process.* Terminology changes throughout an organization's departments. The type and style of definitions depends upon where an individual works. This could include specific terms and definitions used with suppliers and customers to promote consistency and avoid misunderstanding. This becomes particularly helpful when roles are assumed by employees that may be transferred between other countries and languages.

■ *The process steps are duplicated from the contents of the Process Task and Process Step database.* This could consist of a combination of manual and automated steps. In the case of Baan, this includes navigation within and between sessions. It is similar to the desktops generated by the DEM, but extended to include the manual steps.

■ *Appendixes contain information that supports the process steps, such as Baan Company numbers.*

Installing the TO-BE Business Process

The installation of new or aligned processes does not require the same magnitude of effort as the migration to Baan. It is typically a subset of the Baan migration. Here, you review two issues important to the introduction of new or aligned processes.

Continuing Process Team Support

All too often, the process team is disbanded at the same time the new or aligned processes are implemented. This is the organization's most critical time, as a poorly implemented process can quickly cripple an operation. More often, the process is implemented properly, but there is no