

BUSINESS PROCESS MATURITY ASSESSMENT.											
FRAMEWORK: Process Enterprise Maturity Model (PEMM) – Hammer											
How mature is your COMPANY?		To determine whether your organisation is ready to support a process-based transformation, evaluate the statements in this table. They show the levels of strength, E-1 to E-4, of the capabilities that companies need to develop their business processes. If a statement is largely true (at least 80% correct), please mark the box with a "G" for the box with a "G" to indicate green; if it is somewhat true (between 20% and 80% correct), mark the box with a "Y" to indicate yellow; and if it is largely false (less than 20% correct), mark the box with an "R" to indicate the colour red.				GREEN: Mostly true		YELLOW: Something true		RED: largely false	
						P-1	P-2	P-3	P-4		
Leadership	Awareness	The company's senior management team recognises the need to improve operational performance, but has only a limited understanding of the power of business processes.	At least one senior executive has a deep understanding of the concept of business process, how the company can use it to improve performance and what is involved in implementing it.	The senior management team sees the company in terms of process and has developed a vision of the company and its Processes.	The senior management team sees its own work in terms of process and perceives process management not as a project but as a way of managing the business.	Yes, that is why a team of BPM consultant team performs the situation study for the GMP Roadmap	Is there a senior executive who understands the concept of business processes to improve performance improvement and what is involved in implementation	analyzed does not comply with the indicated.			
	Alignment	Leadership of the process programme lies in the middle management ranks.	A senior executive has assumed leadership and responsibility for the process programme.	There is strong alignment in the senior executive team on the process programme. There is also a network of people throughout the company helping to promote process efforts.	People throughout the company demonstrate enthusiasm for process management and exercise a leadership role in process efforts.	Some functional managers are aware of good practices suggested by ABPMS for the creation of process sub-departments. Processes	analyzed does not comply with the indicated.				
	Behavior	A senior executive supports and invests in operational improvement.	A senior executive has publicly set customer performance targets and is prepared to commit resources, deepen changes and remove obstacles to achieve those targets.	Senior executives operate as a team, manage the company through its processes, and actively participate in the process program.	The senior management team performs its own work as processes, focusing on strategic process planning and developing new business opportunities based on the high performance of the Processes.	The university council supports operational improvements that are manual, even if they do not have an automation approach.	analyzed does not comply with the indicated.				
	Style	The senior management team has begun to shift from a top-down hierarchical style to an open and collaborative style.	The senior management team leading the process program is passionate about the need for change and about process as a key tool for change.	The senior management team has delegated control and authority to process owners and process executors.	The senior management team exercises leadership through vision and influence rather than command and control.	analyzed does not comply with the indicated.					
Culture	Teamwork	Teamwork is project-focused, occasional, and atypical.	The company often uses cross-functional project teams to improve efforts.	Teamwork is the norm among executing processes and is commonplace among managers.	Teamwork with customers and suppliers is commonplace.	There is a culture for project management	There is an improvement process departmental oriented	analyzed does not comply with the indicated.			
	Customer focus	There is a widespread belief that customer focus is important, but there are limitations in the appreciation of what that means. There is also uncertainty and conflict about how to meet customer needs.	Employees realise that the purpose of their work is to provide extraordinary service and value to the customer.	Employees understand that customers demand ongoing excellence and a seamless experience.	Employees are focused on collaborating with business partners to meet the needs of the end customer.	Effectively the focus is on the learner (client) but there are limitations of infrastructure, technology, and resources.	analyzed does not comply with the indicated.				
	Responsability	Accountability for results rests with managers.	Frontline staff begin to take ownership of results.	Employees feel responsible for the company's results.	Employees have a sense of mission in customer service and achieving better and better performance.	Yes, because they even have to respond to an annual institutional annual institutional.	Some of those responsible for of the process propose initiative on the basis of the results of their of their actions.	analyzed does not comply with the indicated.			
	Attitude toward change	There is a growing acceptance in business about the need to make modest changes.	Employees are prepared for a significant change in the way work is done.	Employees are prepared for major changes at all levels.	Employees recognise that change is inevitable and embrace it as a regular phenomenon.	There is an awareness that fundamental changes need be made in the organisation with a focus on on the Linkage processes, especially in the planning sub-process of community service projects	analyzed does not comply with the indicated.				
Expertise	People	A small group of people have a deep appreciation for the power of processes.	A group of experts has skills in process redesign and implementation, project management, communications and change management.	A list of experts has skills in large-scale change management and business transformation.	A considerable number of people with skills in process redesign and implementation, project management, program management and change management is present throughout the company. A formal process for developing and maintain that skills base is also in place.	Functional management has been proactive in the development of the sub-process of planning community service projects.	analyzed does not comply with the indicated.				
	Methodology	The company uses one or more methodologies for solving implementation programmes and making an incremental and making an incremental process of improvements.	The process redesign teams have access to a basic methodology for process redesign.	The company has developed and standardised a formal process for the redesigned process and integrated it with a standard process improvement process.	Process management and redesign have become core competencies and are embedded in a formal system that includes environmental scanning, change planning, implementation and process-focused innovation.	The Career uses more than one methodology to solve the project planning, however, there is no incremental process of improvements.	analyzed does not comply with the indicated.				
Governance	Awareness Process model	The company has identified some business processes.	The company has developed a comprehensive business process model, and the executive team has embraced it.	The business process model has been communicated across the enterprise, is used to drive project prioritisation, and is linked to enterprise level technologies and data architectures.	The company has extended its process model to connect with those of customers and suppliers. It also uses the model in strategy development.	They have identified processes under an institutional regulation	analyzed does not comply with the indicated.				
	Accountability	Functional managers are responsible for performance, project managers for improvement projects.	Process owners have responsibility for individual processes and a steering committee is responsible for the overall progress of the company's processes.	Process owners have responsibility for individual processes and a steering committee is responsible for the overall progress of the company's processes.	A process board operates as the highest management body; the implementers share responsibility for business performance and the company has set responsibility for business performance, and the company has established a management committee with customers and suppliers to drive cross-company process change.	Functional managers are held accountable for performance, but there are no improvement projects.	analyzed does not comply with the indicated.				
	Integration	One or more groups advocate and possibly support a different operational improvement techniques.	An informal coordinating body provides the necessary program management while the steering committee allocates resources for Process Redesign Projects.	A formal program management office, led by a process manager, coordinates and integrates all process projects and a process board manages the integration between process issues. The company manages and implements all process improvement techniques and tools in an integrated way in an integrated manner.	Process owners work with their counterparts in customer and supplier companies to drive cross-company process integration.	analyzed does not comply with the indicated.					