BUSINESS PROCESS MATURITY ASSESSMENT.

FRAMEWORK: Process Enterprise Maturity Model (PEMM) – Hammer

How mature are your PROCESSES?	You can assess the maturity of a business process and determine how to improve its performance using this table. Decide how the statements defining the strength levels, from P-1 to P-4, for each enabler apply to the process you are assessing. If a statement is largely true (at least 80% correct), mark 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 red.	GREEN: Mostly true	YELLOW: Something true	RED: largely false

		P-1	P-2	P-3	P-4	P-1	P-2	P-3	P-4
Design	**Purpose**	The process has not been designed in a final form. Functional managers use performance improvement of stages.	The process has been redesigned from start to finish to optimise its performance.	The process has been designed to fit business processes and business systems in order to optimise business performance.	The process has been designed to adapt to customer and supplier processes in order to optimise business-to-business performance.	They know the purpose of the process but do not have a process designed: process, they only have a regulations			
	Context	The inputs, outputs, suppliers and customers of the processes have been identified.	The needs of the customers of the processes are known and agreed upon.	The process owner and the owners of the other processes with which the process interacts have established mutual performance expectations.	The process owner and the owners of the customer and supplier processes with which the process interacts have established mutual performance expectations.	There is a defined process, it works manually.	Partially aware of the needs of the process, no integrated integrated traceability is not managed	Proceso analizado no cumple con lo indicado	
	Documentation	The documentation of the process is mainly functional, but identifies the interconnections between the organisations involved in the execution of the process.	There is end-to-end documentation of the process design.	Process documentation describes the interactions of the process, and the expectations of other processes and the links to the process with the system and enterprise data architecture.	An electronic representation of the process design supports its performance and management and allows analysis of environmental changes and process reconfigurations.	El proceso no está documentado, cuentan con un reglamento			
Performers	**Knowledge**	Performers can name the process they perform and identify the key metrics of their performance.	Performers can describe the overall flow of the process, how their work affects customers, and other workers in the process, the performance of the process, and the levels of performance currently required.	The performers are familiar with both fundamental business concepts and business performance drivers.	Performers are familiar with the company's industry and its trends and can describe how their work affects inter-company performance.	The performers are aware of the regulations and therefore take them as a guide for the execution of the process, they manage absolute metrics but not of efficiency (performance)	Proceso analizado no cumple con lo indicado		
	Skills	The performers are experts in problem solving and process improvement techniques.	The implementers are experts in teamwork and self-management.	The performers are experts in commercial decision-making.	The performers are experts in change management and change implementation.	Managers are familiar with the process based on the regulation, however, the students do not know the process.	Proceso analizado no cumple con lo indicado		
	Behavior	Performers have some allegiance to the process, but owe primary allegiance to their functions.	Implementers try to follow the design of the process, correctly, and operate in a way that allows others implementing the process to do their work effectively.	Implementers strive to ensure that the process delivers the results necessary to achieve the company's objectives.	Implementers look for signs that the process has changed and propose improvements to the process.	The implementers partially support the management of the process. As it is a manual process, they depend on the person with whom they initiate the process.	The performers try to follow the process, but doing it manually leads to the fact that their work is not effective.	Students are the main stakeholders in executing the process described in the regulation	Proceso analizado no cumple
Owner	**Identify**	The process owner is a person or a group that is informally in charge of improving the process.	Business leadership has created an official process owner role and filled the position with a senior manager who has influence and credibility.	The process comes first for the owner in terms of time allocation, mental involvement and personal objectives.	The process owner is a member of the highest decision-making body of the company.	The process owner is responsible for the process and its improvements.	Proceso analizado no cumple con lo indicado		
	Activities	The process owner identifies and documents the process, communicates it to all participants and sponsors small-scale change projects.	The process owner articulates process performance goals and a vision for the future of the process; sponsors redesign and improvement efforts; plans their implementation; and ensures compliance with the process design.	The process owner works with other process owners to integrate processes to achieve business objectives.	The process owner develops an ongoing strategic plan for the process, participates in strategic planning at the enterprise level, and collaborates with counterparts working for customers and suppliers to sponsor cross-company process redesign initiatives.	The process owner complies with the assigned, there is no proactivity, no management, and no communicates changes.	Proceso analizado no cumple con lo indicado		
	Authority	The process owner pushes for the process, but can only encourage functional managers to make changes.	The process owner can convene a process redesign team and implement the new design and has some control over the technology budget for the process.	The process owner controls the IT systems that support the process and any projects that change the process and has some influence over staff assignments and evaluations, as well as the process budget.	The process controls the process budget and has a strong influence on staff allocations and evaluations.	The Social Knowledge Management department ensures that the process is carried out, but as it is not automated, functional managers make improvements according to institutional evaluations.	Proceso analizado no cumple con lo indicado		
Infrastructure	**Information system**	Fragmented legacy IT systems underpin the process	An IT system built from functional components supports the process.	An integrated IT system, designed with the process in mind and adhering to company standards, supports the process.	An IT system with a modular architecture that adheres to industry standards for business-to-business communication supports the process.	There is no BPMS system, however the tools used vary according to the activities of the process, among which are used: Excel for tracking, Emails for communication and Word for documentary evidence.	Proceso analizado no cumple con lo indicado		
	Human resources system	Functional managers reward the achievement of functional excellence and functional problem solving in a process context.	Process design drives role definitions, job descriptions and competence profiles. Job training is based on process documentation.	Recruitment, development, reward and recognition systems emphasise the needs and outcomes of the process and balance them with the needs of the business.	Recruitment, development, reward, and recognition systems reinforce the importance of intra- and inter-company collaboration, personal learning, and organizational change.	Proceso analizado no cumple con lo indicado			
Metrics	**Definition**	The process has some basic cost and quality metrics.	The process has end-to-end process metrics derived from customer requirements.	Process metrics, as well as inter-process metrics, have been derived from the company's strategic objectives.	Process metrics have been derived from cross-company targets.	They have basic (absolute) metrics that relate to institutional evaluations	Proceso analizado no cumple con lo indicado		
	Uses	Managers view process metrics to track process performance, identify root causes of poor performance and drive functional improvements.	Managers use process metrics to compare their performance against benchmarks, best-in-class performance and customer needs, and to set performance targets.	Managers present the metrics to process performers for awareness and motivation. They use metrics-based dashboards for day-to-day management of the process.	Managers regularly review and update process metrics and targets and use them in strategic planning.	Root causes of process improvements are identified based on in terms of basic absolute metrics that relate to institutional evaluations.	Proceso analizado no cumple con lo indicado		

As a conclusion to the analysis of PEMM Processes, it is identified that in terms of the Design enabler, actions must be implemented within the roadmap, which will be fundamental for the development of the other activities of the roadmap involving priority work on this enabler. Subsequently, activities focused on the definition of responsibilities (knowledge of process participants of their activities) will be aligned, but above all, will be done to give authority to process owners in the documentation of their processes, as well as in the change management of these, creating synergies between work teams and strengthening communication at all levels in the organisation, including the end customer as a great input for the knowledge of their needs to focus efforts to define strategies for the improvement of the processes.

Subsequently, work will be done to strengthen the infrastructure, automating the processes that are not currently automated, foreseeing possible future integrations and designing a standardised reward system that responds to the organisation's needs to establish a process management culture, as well as to maintain and strengthen the competencies of all personnel.

Taking into account the information extracted from an analysis of the needs and expectations of the end customer and stakeholders (customers and suppliers of the process and others), metrics will be defined to analyse the performance of the defined processes, this will be done with managers and participants of the process with the objective that the defined metrics contribute to the improvement of the performance of the processes.