

Individual Assignment on Process Governance

I am currently enrolled into Stevens Institute of Technology as a full-time student pursuing my Master's in Information Systems with a specialization in Business Intelligence and Analytics. I'm not working with any firm currently.

I searched on indeed.com for the following three search terms: "Business Process Director", "Business Process Manager", "Business Process Analyst". The search results were based upon the exact search keyword of the job name. The search process had the following criteria: 100 Mile radius from New York City, NY, USA.

- For Business Process Director I found 1 relevant result and the job was located at Washington, DC. (I had to use google job search to find this one since indeed couldn't get me a single result)
- For Business Process Manager I found 20 relevant results.
- For Business Process Analyst I found 36 relevant results.

The Job description for Business Process Director

Summary of the job

Leads process improvement initiatives for large-scale, complex business processes. Analyzes and measures the effectiveness of existing business processes and develops sustainable, repeatable and quantifiable business process improvements that are delivered on-time and on-budget. Working with cross-functional teams, drives a culture of continuous process improvement.

Essential Responsibility

- Provides leadership and expertise to the organization on process improvement efforts, as well as serving as an advisor to less experienced members of the team.
- Manages all phases of process improvement initiatives for large scale, complex business processes.
- Designs and drives the use of consistent techniques and tools for all phases of process improvement efforts including discovery, definition, design, testing, implementation and monitoring. Ensures documentation is available for audit.
- Facilitates various workshops, involving cross-functional teams, required to define, measure, analyze and improve processes. Teams may include members at all levels of the firm.
- Performs root cause analysis on complex processes, making recommendations for improvement.
- Ensures that improvement efforts are managed in a disciplined and structured fashion and that all efforts align with the firm's objectives.
- Manages process improvement projects ensuring goals are achieved on time, on budget and within scope. Communicates and executes change management initiatives at all levels of the firm.
- Acts as a mentor and coach to business stakeholders by providing training and guidance on business process improvement activities.
- Analyzes data for trends and recommend possible improvements and solutions.
- Performs other duties as assigned.

The Required Qualifications and preferred skills

- Bachelor's degree in Business or relevant field
- Bachelor's and master's degree in Business or relevant field
- 10 years project management experience including managing concurrent deadlines and multiple priorities

- 7 years' experience with large organizational transformation initiatives, including process analysis and process design/redesign
- 5 years management experience, including coaching, mentoring, training skills and change management
- Builds open, trustworthy relationships and communicates effectively at all levels
- Excellent facilitation and communication skills
- Quantitative, analytical and problem solving skills
- Consensus building skills
- Experience in performing process, team and business assessments

The Job description for Business Process Manager

Job Summary: This job often requires people to have six sigma black belt/green belt requirement commonly.

The amount of experience required for such a position is 5 - 10 years at least for good companies. The experience should be as a manager as well in the previous companies and working with cross functional teams.

Job Description

- Manage and prioritize the customer experience business process roadmap for PAS, focusing on the most critical areas of customer experience improvement.
- Lead, manage and oversee the development, improvement and implementation of business processes to enhance the customer experience and align to business priorities.
- Work closely with corporate Customer Experience and Global Services partners to ensure PAS customer experience efforts and needs are well represented.

- Collaborate with business, regional and functional stakeholders to identify customer experience opportunities.
- Assess current and required business processes to achieve customer centricity goals.
- Provide expertise in the design, application, and use of business processes and system integration, especially as it relates to improving the customer experience.
- Partner with cross-functional teams to assess and manage risks associated with the implementation strategy to ensure successful delivery of the committed initiatives and associated efficiencies.
- Ensure the business case justifications for system and process design enhancements are vetted across any integrated process areas and are complete and robust.
- Manage the development, communication, and training associated with the process enhancement.
- Work across businesses, regions and functions to facilitate the standardization and adoption of best practice, including the application of business process, master data, definition of roles and responsibilities and system utilization.
- Drive process optimization and promote commonality in processes, tools and systems settings using continuous improvement capabilities (Six Sigma, Lean, etc., Agile, etc.).
- Be a force for cultural change in the organization and have a willingness to challenge the status quo.
- Design and implement metrics to measure PAS success through the customer experience journey.

Requirements

- Bachelor's degree required. B.S. in engineering, operations or supply chain management preferred. Master's Degree in a related discipline preferred.
- Trained or certified in at least one of the key skills (Lean/CI, Project Management, Business Analysis, and Change Management) combined with a minimum of 8-10 years proven experience supporting an organization focused on customer experience with demonstrated impact.
- Six Sigma Green Belt or Black Belt, and Continuous Improvement certification preferred.

- Ability and willingness to travel between 10 to 20%.

The Knowledge and Experience required for the job

- Customer experience knowledge, impacting internal and external customers globally
- Process management knowledge and experience
- Demonstrated end-to-end business process thinking; knowledge of present processes and ability to lead improvements that will constitute a desired future state
- Experience working within a complex virtual team environment and leading project activities
- Experience in functional areas (e.g., Customer focused roles, Supply Chain, Operations, Quality)
- Experience in projects accountable for leading change
- Effective in change management and changing cultural norms
- Experience teaching and training basic customer experience principles
- Ability to lead teams and drive for results
- Ability to successfully interface with all levels of the organization
- Strong business acumen
- Strong written and verbal communication skills with the ability to influence without direct authority
- Action-oriented, customer-focused with effective prioritization, goal-setting and time management skills
- Knowledge of Lean Enterprise and Six Sigma/Continuous Improvement
- Knowledge of Project Management principles and methodology
- Knowledge of Business Analysis

The Job description for Business Process Manager

Job Summary: As Business Process Analyst, one is expected to:

- Collaborate with business stakeholders and associated working teams to understand key business strategy and drivers.
- Document as-is business and system processes and work with business leaders to develop improved & streamlined solutions (product, process, organizational) to complex business challenges.
- Lead requirements gathering/investigative sessions to evaluate and document existing business processes and future business needs.
- Partner with all areas of the business to publish said opportunities, business processes, functions and procedures that can be enhanced, streamlined or eliminated.
- Develop specific recommendations based on quantitative and qualitative evidence
- Collaborates and knowledge shares with tech teams to determine proper course of action and recommendation.
- Follows best practices initiated and tools used by our architecture partners
- Leads and facilitates meetings and process workshops with clear agendas, action items, and outcomes
- Conducts business friendly reviews of work and findings
- Collaborates with colleagues in a variety of roles across company to support ongoing initiatives and strategic projects
- Understand and incorporate complex business, operational, technical and security requirements.
- Become a domain expert in the assigned product or functional area, and support development of standards, policy and procedures.
- Advocate BPA outcomes and recommendations to cross-functional audiences through written reports, oral presentations and business interactions
- Educate business users responsible for managing and operating business processes

Requirements:

- BA/BS degree in information technology/systems or related technical field/equivalent practical experience.
- 5+ years of relevant work experience in an operational environment, including consulting experience, running JAD sessions, Unified Modeling Language (UML), Business Process Modeling (BPM, BPMN), and development of requirements.
- LEAN/Six Sigma Green Belt certification required
- BPM certification preferred
- 5+ years of experience in documenting current state process maps, identifying root causes and escalating to relevant group for appropriate solution
- Experience writing detailed requirements of user needs, business impacts, and system functionality that are actionable, definable, relevant, measurable, and testable.
- Superior communication and presentation skills; capable of interfacing effectively with multiple levels of management across our business units.
- Ability to quickly develop new approaches/creative solutions to complex problems and convey ideas in a tangible form
- Works both independently and in a team-oriented, collaborative environment.
- Thrives and quickly executes in an environment of rapid change, minimal structure, and high expectations
- Team player with leadership skills, abilities and desire to interact with people at all levels
- Excellent organizational skills, with an attention to detail and ability to work on multiple projects simultaneously under tight deadlines

- Proficiency in MS Office applications (Outlook, Word, Excel and PowerPoint).
- Experience working in an Agile environment.

The job description of the analyst includes analyzing the current data, processes and building requirements set and writing document specifications that doesn't affect the whole organization. The analyst role focuses mainly on the understanding the project and solving minor issues and specifics. The job description of the Business Process Manager and the Business Process Director are extremely important to the organization as they are the pillars for improvement and help the firm, analyze problems and analyze solutions and implement them to improve the business and grow in a total sense.

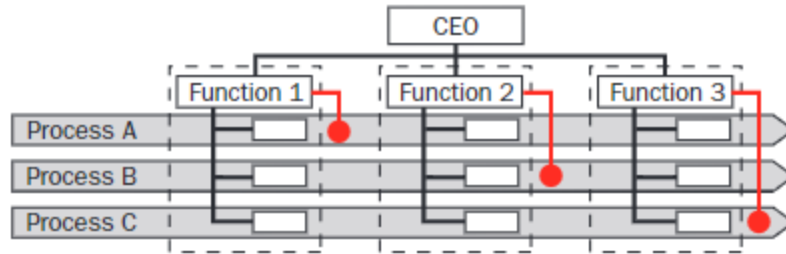
The three job descriptions fairly cover all the points that the paper suggests that a Business Process Improvement professional must have. Also, they include Structured around process, structured around functions with process owners and Structured around functions with process councils. The job descriptions include project management and six sigma lean certifications which help in showing their skills towards the job roles.

I Strongly believe that these companies must add something to also ask the professionals on working with Daily use software applications like Microsoft Office suite, Collaborative workspaces such as Microsoft SharePoint and skype/slack. Since technology is the biggest driving force these days. People must be experienced and comfortable with such daily use software's on an intermediate level.

If I were tasked with building a business process governance team for my company of Week 2 homework.

3. Structured Around Functions With Process Owners: Global Packaged Goods Company Example

Functional managers are assigned to cross-functional processes as process owners.



Source: Booz Allen Hamilton

I would **choose structure around functions with process owners**. Since this layout will help my firm to have a better cross functional collaboration to build a project. This will improve communication across various departments and teams amongst a project to help improve communication, thus improving productivity and reducing time consumption to complete the project. The process owners and functional managers will both manage the tasks and would have better insights on problem solving as well as collaborating with other departments.

Otherwise the previous arrangement in the firm did not support cross functionality to such an extent which would have cross functionality to only high-level managers who would meet once a week to clarify all the communications and errors which used to delay the communication line in processes.

Business Process Governance:

The aim of any BUSINESS PROCESS MANAGEMENT initiative is to optimize efficiency and effectiveness by improving the people and process aspects of business activity. Traditionally, BUSINESS PROCESS MANAGEMENT initiatives have been conducted as isolated activities designed only to improve a few key business processes within a department. But in our increasingly competitive environment, many organizations are now recognizing the need to shift their focus to enterprise-level process improvement programs, bringing disparate projects into alignment. With the wider goals, objectives, mission and vision of the organization.

And it's when BUSINESS PROCESS MANAGEMENT initiatives reach this company-wide scale that they start to present significant challenges: from achieving senior executive buy-in and establishing cross-departmental collaboration, to managing the involvement, communication and collaboration of multiple stakeholders. The key to meeting these challenges is to establish some form of robust governance framework that will consistently drive business process improvement in a disciplined manner.

A Governance Framework

Business Process Governance is just such a framework. Touching every stage of the business process lifecycle, BPG establishes the guidelines, metrics and processes necessary to govern the day-to-day management of BUSINESS PROCESS MANAGEMENT activities and initiatives. Effective BUSINESS PROCESS MANAGEMENT Governance informs design, guides implementation and adoption – and sets the foundations for continued process improvement. While individual business units tend to focus on their own internal efficiencies, the governance function establishes a big-picture view of business process improvements, working across 'silos', overcoming internal politics and ensuring that each BUSINESS PROCESS MANAGEMENT initiative is aligned with the wider business strategy.

Putting It Into Practice

The governance of business processes is most effective when it includes the establishment of a centralised BUSINESS PROCESS MANAGEMENT function or governing body. This team typically includes individuals with in-depth knowledge of BUSINESS PROCESS MANAGEMENT Architecture, Business Architecture, Business Process Analysis and Business Analysis.

Functioning independently and sitting in the middle of all BUSINESS PROCESS MANAGEMENT initiatives, this expert team of individuals can examine BUSINESS PROCESS MANAGEMENT initiatives from the viewpoint of all stakeholders, remaining unfettered by inter-departmental politics. With their broad perspective and neutral

stance, the governance team are perfectly positioned to secure stakeholder buy-in and, crucially, to facilitate cross-departmental collaboration and communication.

Establishing A Strategic Focus

With a **Business Process Governance** team in place, organizations are able to leverage and share BUSINESS PROCESS MANAGEMENT knowledge, to drive awareness and implementation of consistent standards and priorities, to optimize the utilization of key resources and to ensure common understanding of (and appreciation for) company-wide BUSINESS PROCESS MANAGEMENT initiatives and benefits.

References:

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