Process Manual
Process "Match Talents"

Version	0.3
Date	19.11.2025
Group	13
Responsible for this document is	Fabsits Dominik
Authors	Fabsits Dominik, Lagger Mario

Table of Content

Versioning and list of changes

Version	Date	Author	Changes	Reason for change
0.1	2025-11-12	Fabsits	Process title	Assignment Block 1
0.2	2025-11-18	Lagger	Process landscape and description	Assignment Block 2
0.2.1	2025-11-19	Fabsits	Quantity Structure, Goals of the Process, IGOE Diagram, PCDM	Assignment Block 2
0.3	2025-11-22	Lagger	BPMN, process description, issues register table	Assignment Block 3
0.3.1	2025-11-26	Fabsits	BPMN, Process description, Goals of the Process, PCDM	Lector Feedback

1. Process Identification

Process identification refers to those management activities that aim to systematically define the set of business processes of an organization and establish clear criteria for selecting specific processes for improvement. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 35)

The outcome of process identification is a new or updated process architecture, which provides an overall picture of the processes in an organization and their relationships.

This process architecture serves as a framework for defining the priorities and the scope of process modeling and redesign projects. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 22)

1.1. Process Overview

The process overview is used to collect the most important facts about a specific process, especially the position of the process in the process landscape (including interfaces) and how the process is related to the business objectives.
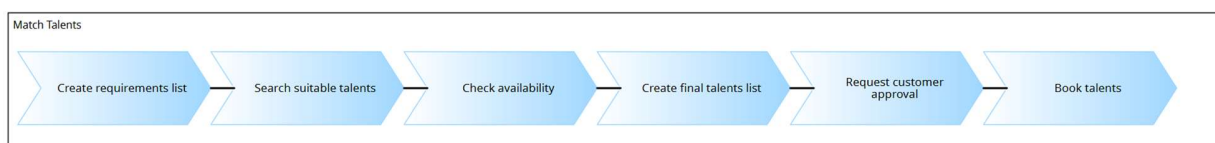
1.1.1. Process "Match Talents"

Figure 1: Decomposition of „Match Talents"

1.1.2. Process Description

The following table defines the scope and boundaries of the process "Match Talents". It summarizes the workflow and specifies the exact trigger, start and end points, and how the process connects to the preceding and following steps in the value chain.

Table 1: Content and interfaces of process "Match Talents"

Description	The process is initiated when easystaff sends a job advertisement via email to their existing pool of qualified talents. Interested candidates apply by replying directly to this email with their application materials. This workflow is characterized by manual data handling, is decentralized, and creates significant administrative overhead for tracking candidates and managing the approval stages.
Process Trigger	**Client request Received:** This trigger occurs when the Sales department receives a client request from a customer outlining their specific personnel needs, including the number of staff, required qualifications, timeframe, and location.

First Process Step	**Create requirements list:** In this step, the Sales department analyzes the incoming client inquiry and processes the data using the CRM system. This generates a structured requirements list which formally defines the necessary qualifications, location, and timeframe for the HR department.
Last Process Step	**Book talents**: In this step, the HR department engages the selected candidates listed on the confirmed final talent list. This involves fixing the assignment in the system and initiating the final communication to confirm the booking with the staff.
Preceding Process	**Recruit Talents:** This process involves the attraction and admission of new candidates into the active staff pool to ensure a sufficient supply of personnel. It encompasses the creation of job advertisements, the screening of applications, and the onboarding of suitable applicants into the HRIS database, making them available for future deployment.
Following Process	**Deploy Talents:** This process involves the operational execution of the service, where the booked talents perform their assigned duties at the client's location. It begins with the staff's arrival on-site and concludes with the successful completion of the shift, directly generating the value for the customer.

1.1.3. Quantity Structure

Quantitative metrics are necessary to control the process.

Table 2: Quantitative metrics of process "Match Talents"

Runs per time unit	~1200 executions per year
Average cycle time of the process	~5 days (120 hours from receiving client order to final briefings)
Active Processing Time	~6 hours (communicating, selecting and confirming candidates)
Approval Rate	~20% per job
Rejection Rate	~80% per job (due to "too many applicants" or "not the right qualifications" or "the client denied the candidate")
Waiting/Idle Time	~114 hours (waiting for responses)
Cycle time efficiency	Around 5%

1.1.4. Goals of the Process

Based on the business objectives of the company the goals of the process are defined.

Table 3: Goals of process "Match Talents"

Kind of Goal	Goal	Reference (input, output, process)
Time / Speed	Reduce the average matching cycle time from 5 days to 3.	process
Quality	Achieve 95% customer satisfaction with matched talents (rating ≥4 stars).	output
Dependability	Reduce talent no-show rates to below 5%.	output
Sustainability / Scaleability	Increase automation level to 80% via web platform.	process
Cost Reduction	Reduce manual administrative effort by 30%.	process
Accessibility/Flexibility	Ensure that the matching process is accessible, user-friendly and streamlined for both new and returning talents.	process

1.2. IGOE Diagram

The process "Match Talents" receives staffing requirements from customers, identifies suitable candidates, confirms their availability, and provides a final talent selection through a structured matching workflow. It transforms customer job requests into a confirmed and documented staffing assignment, ensuring compliance with internal guidelines, contractual standards, and legal regulations. The process relies on digital tools, databases, and HR expertise and interacts with upstream talent recruitment and downstream deployment and scheduling processes.
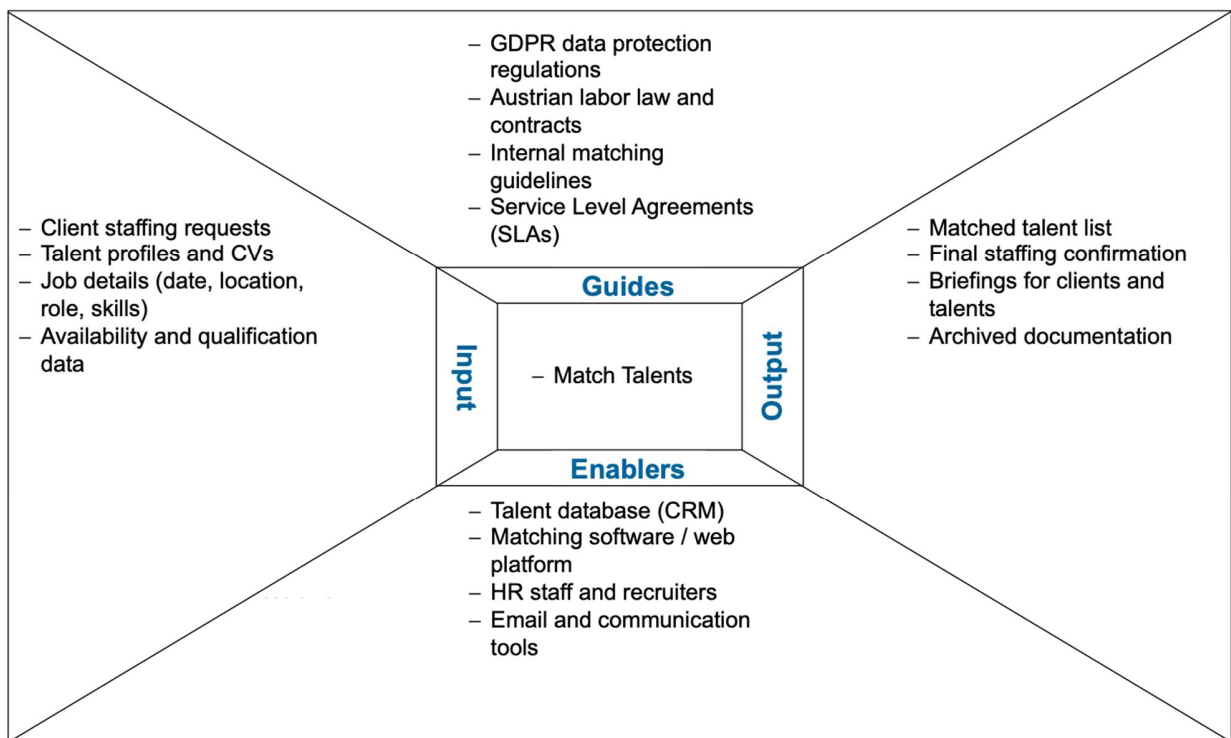

Guides
– GDPR data protection regulations
– Austrian labor law and contracts
– Internal matching guidelines
– Service Level Agreements (SLAs)

Input
– Client staffing requests
– Talent profiles and CVs
– Job details (date, location, role, skills)
– Availability and qualification data

– Match Talents

Output
– Matched talent list
– Final staffing confirmation
– Briefings for clients and talents
– Archived documentation

Enablers
– Talent database (CRM)
– Matching software / web platform
– HR staff and recruiters
– Email and communication tools

Figure 2: IGOE diagram of "Match Talents"

1.3. PCDM (Picture Card Design Method)

The Picture Card Design Method (PCDM) provides a workshop-oriented and visual representation of the core activities of the Match Talents process. It presents the process as a linear sequence of key actions, including required inputs, responsible roles, and supporting tools. This method offers a clear first understanding of how the process transforms customer staffing requests into confirmed talent assignments before modelling it formally in BPMN.
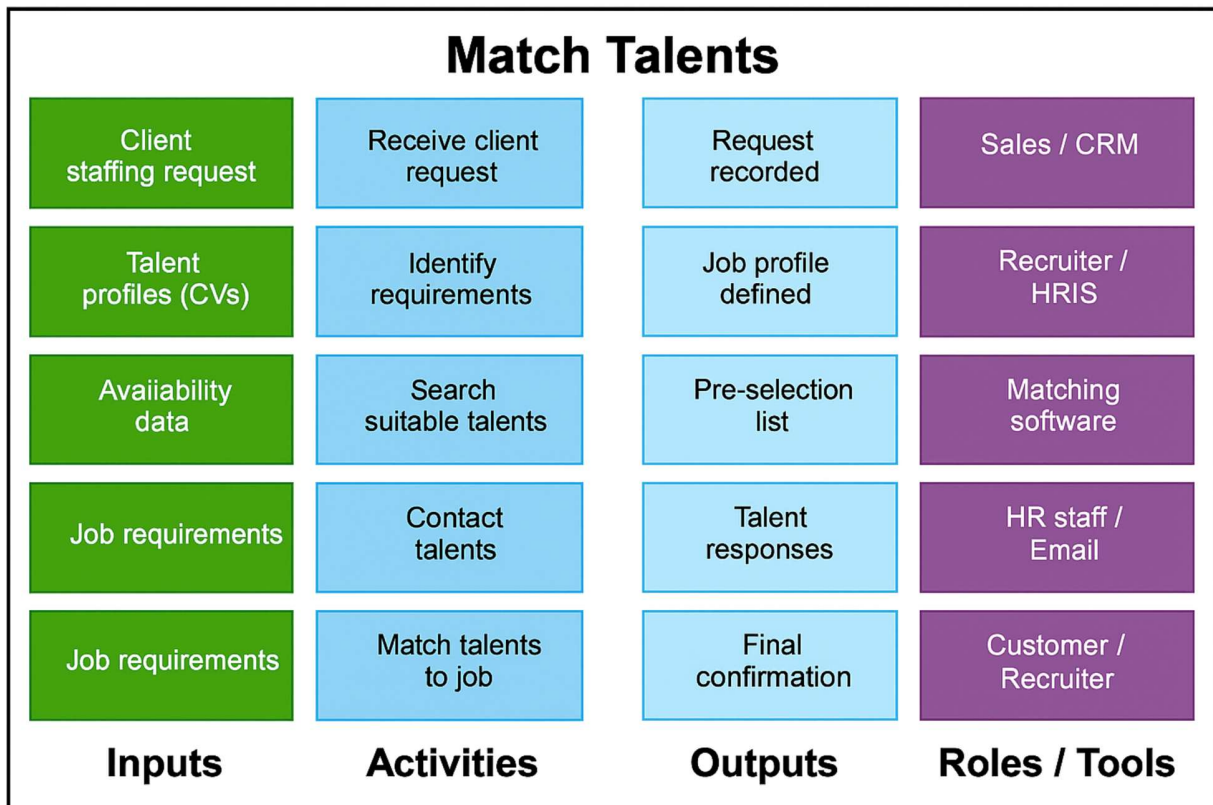

Figure 3: PCDM diagram of "Match Talents"

2. Process Discovery (As-Is Process)

Process discovery (also called as-is process modeling): the current state of each of the relevant processes is documented, typically in the form of one or several as-is process models. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 22)

2.1. As-Is Process Model (draft)

The process is initiated when easystaff receives a client request. This request is preprocessed by the sales department and then passed on to the HR department. The HR department is searches for suitable talents and checks availability of talents. After that a final talent list is created and approval from the customer company is requested. If the final talent list is approved the talents are booked and final briefings are sent. This workflow is characterized by manual data handling, is decentralized, and creates significant administrative overhead for tracking candidates and managing the approval stages.

Table 4: Updated content and interfaces of process "Match Talents"

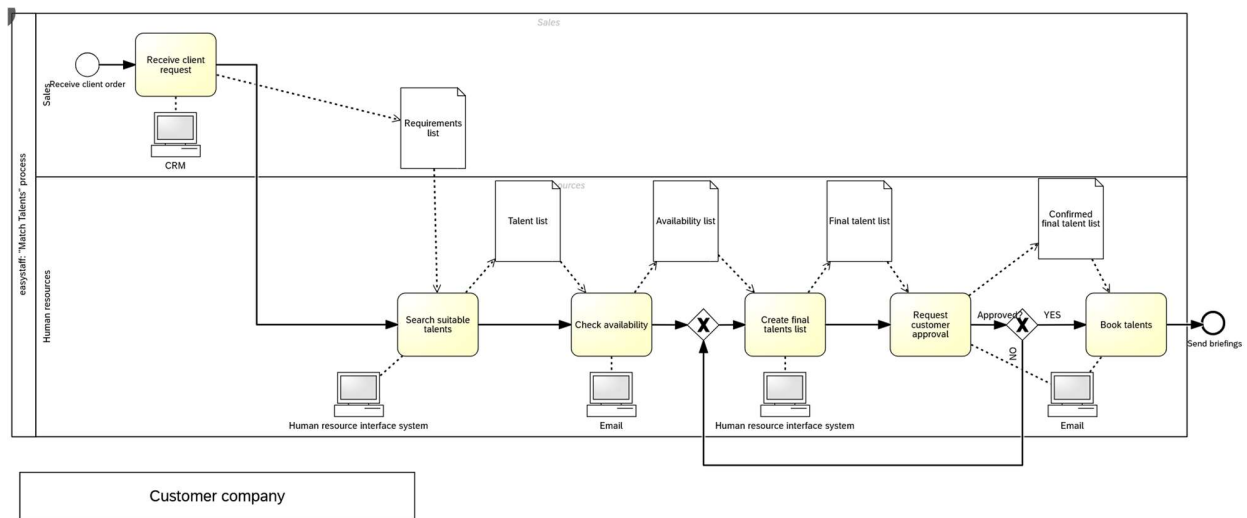| Process Trigger	**Client request Received:** This trigger occurs when the Sales department receives a client request from a customer outlining their specific personnel needs, including the number of staff, required qualifications, timeframe, and location.
First Process Step	**Create requirements list:** In this step, the Sales department analyzes the incoming client inquiry and processes the data using the CRM system. This generates a structured requirements list which formally defines the necessary qualifications, location, and timeframe for the HR department.
Last Process Step	**Book talents**: In this step, the HR department engages the selected candidates listed on the confirmed final talent list. This involves fixing the assignment in the system and initiating the final communication to confirm the booking with the staff.
Preceding Process	**Recruit Talents:** This process involves the attraction and admission of new candidates into the active staff pool to ensure a sufficient supply of personnel. It encompasses the creation of job advertisements, the screening of applications, and the onboarding of suitable applicants into the HRIS database, making them available for future deployment.
Following Process	**Deploy Talents:** This process involves the operational execution of the service, where the booked talents perform their assigned duties at the client's location. It begins with the staff's arrival on-site and concludes with the successful completion of the shift, directly generating the value for the customer.

Figure 4: As-Is draft process model of "Match Talents"

2.2. Process Model Quality Assurance

[Block 3 – Subtask 2]
Apply the methods on syntactic quality and verification, semantic quality and validation, and pragmatic quality and certification on your process.
Describe your findings in detail, document them (e.g. in an issue register) and insert an as-is process model (draft) with marked findings.

A process model is subjected to three quality aspects: syntactic, semantic, and pragmatic quality. Verification is the activity of assuring syntactic quality, validation that of assuring semantic quality, and certification that of assuring pragmatic quality. In addition, modeling guidelines and conventions can be used to achieve high quality right from the start. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 183)

2.2.1. Syntactic Quality and Verification
Verification of the model revealed several syntactic errors. The process flow and end event were visually located outside the designated pool boundaries, violating structural rules. Additionally, the model used generic blank start and end events instead of typed message events, and the event labels followed a verb object naming convention instead of the required state-based format.

2.2.2. Semantic Quality and Validation
Validation checks showed that the model did not fully accurately represent the real-world process logic. The task originally named "Receive client request" was semantically vague and was renamed to "Create requirements list" to better describe the actual work performed. Furthermore, essential communication flows were missing, specifically the need to connect the end event to the Customer Company pool and the addition of a message event to represent sending briefings to the Talents pool.

2.2.3. Pragmatic Quality and Certification

Certification of the model highlighted a usability issue regarding the readability of resources. It was unclear to the viewer which specific IT systems were being utilized for which steps in the process. To improve the model's understandability, the layout was improved by adding specific IT system symbols directly underneath each relevant task.

Table 5: Process model quality issues of process "Match Talents"

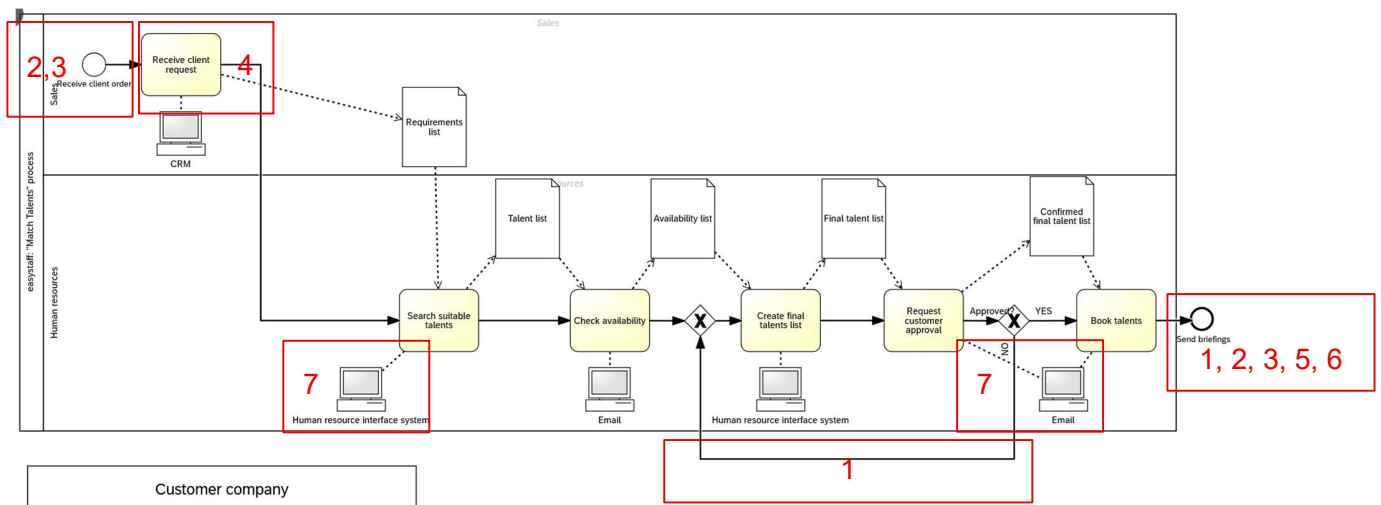| Quality Category	Affected Model Element	Issue		Proposed Changes
Syntactic	Easystaff pool	1)	The process flow and the end event is outside the pool.	Make the pool larger.
Syntactic	Start and end events	2)	The initial model uses generic blank start and end events, which do not specify the trigger or the result type.	Change the start event to a message start event and the end event to a message end event to syntactically define that the process is triggered by an external communication.
Syntactic	Start and end events	3)	The events "Receive client request" and "Send briefings" follow the "Verb-Object" naming convention. Events must represent a state or a result.	Rename the Start Event to "Client request received" and the End Event to "Customer briefings sent" to describe a state/result rather than an action.
Semantic	Task: "Receive client request "	4)	The task "Receive client request" of the sales department pool is not clearly named and does not add valuable information.	Rename the task "Receive client request" to "Create requirements list".
Semantic	Event: Send briefings	5)	The end event send briefings needs to be a message end event and needs to be connected to the customer company.	Change the type of the end event to a message end event and connect it to the customer company pool.
Semantic	Event: Send briefings	6)	The Talents pool also needs to receive briefings for the chosen talents.	Add a throwing message event and connect it to the Talents pool
Pragmatic	IT systems	7)	The readability regarding resources is low. It is unclear which specific system is used for which task.	Add a separate IT System Symbol for each task and position them right under the task.

Figure 5: Findings of process model quality assurance of "Match Talents"

2.3. As-Is Process Model (final)

[Block 3 – Subtask 3]
Insert final description and BPMN2.0 diagram after process model quality assurance, considering the findings and changes above.

The process is triggered when the Sales department receives a client request from the Customer company. Sales use the CRM system to generate a specific requirements list.

The workflow then transitions to the Human Resources department, where the requirements list is used to search for suitable talents in the HRIS (Human Resources Information System) for each position, resulting in a preliminary talent list. The HR employee searches for suitable people in one position at a time and sequentially repeats the search for each position. HR then checks the availability of each chosen person on the list to create an availability list. This is done for all the chosen talents simultaneously via sending out emails to all chosen people in parallel. The availability list is subsequently used to compile the final talent list within the HRIS. This list is sent via email to the customer to request approval. If approval is not granted, the process loops back to the talent search phase. Once approval is received, the confirmed final talent list is used to book the talents via email. The process concludes when the specific briefings are sent to both the talents and the customer company.

Table 6: Final content and interfaces of process "Match Talents"

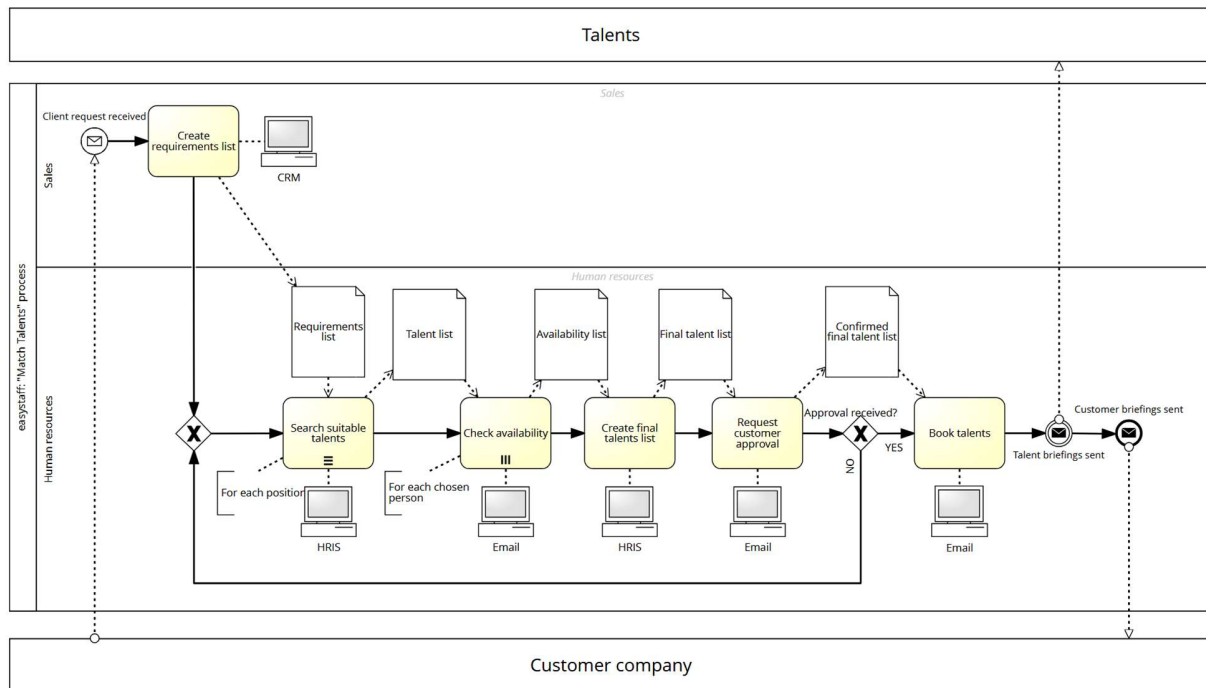| Process Trigger	**Client request Received:** This trigger occurs when the Sales department receives a client request from a customer outlining their specific personnel needs, including the number of staff, required qualifications, timeframe, and location.
First Process Step	**Create requirements list:** In this step, the Sales department analyzes the incoming client inquiry and processes the data using the CRM system. This generates a structured requirements list which formally defines the necessary qualifications, location, and timeframe for the HR department.
Last Process Step	**Book talents**: In this step, the HR department engages the selected candidates listed on the confirmed final talent list. This involves fixing the assignment in the system and initiating the final communication to confirm the booking with the staff.
Preceding Process	**Recruit Talents:** This process involves the attraction and admission of new candidates into the active staff pool to ensure a sufficient supply of personnel. It encompasses the creation of job advertisements, the screening of applications, and the onboarding of suitable applicants into the HRIS database, making them available for future deployment.
Following Process	**Deploy Talents:** This process involves the operational execution of the service, where the booked talents perform their assigned duties at the client's location. It begins with the staff's arrival on-site and concludes with the successful completion of the shift, directly generating the value for the customer.

Figure 6: As-Is final process model of "Match Talents"

3. Process Analysis

In this phase, issues associated with the as-is process are identified, documented, and whenever possible quantified using performance measures. The output of this phase is a structured collection of issues. These issues are prioritized based on their potential impact and the estimated effort required to resolve them. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 22ff)

3.1. Qualitative Process Analysis

Analysing business processes is both an art and a science. In this respect, qualitative analysis is the artistic side of process analysis.
There are a range of principles and techniques that tell us which practices typically lead to a 'good' process analysis. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 213ff)

3.1.1. Value-Added Analysis

[Block 4 – Subtask 1, resp. Class 4 – Exercise 1]
Provide your Value-added Analysis (exercises A) here.

Table 7: VA Analysis of process "Match Talents"

Task / Step	Performer	Classification

3.1.2. Waste Analysis

[Block 4 – Subtask 1]
Apply a 'Waste Analysis' for your process:
- *based on the Value-added Analysis (exercises A),*
- *document the phases 'move', 'hold', and 'overdo' in detail.*

Table 8: Waste Analysis of process "Match Talents"

Phase	Source of Waste	Description	Example

3.1.3. Stakeholder Analysis

[Block 4 – Subtask 2]

Finalize the 'Stakeholder Analysis' for your selected process:
- *apply it on the 'five categories of stakeholders' (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 225),*
- *document it in a 'Stakeholder Register'.*

Table 9: Stakeholder register of process "Match Talents"

Stakeholder Category	Stakeholder	Stakeholder Description

3.1.4. Issue Documentation

[Block 4 – Subtask 3]

Finalize the 'Issue Analysis' for your selected process
- *Document minimum one issue for each stakeholder category (= minimum five issues) identified in an issue register (minimum requirements: name, explanation, assumptions, qualitative impact, quantitative impact).*

Table 10: Issue register of process "Match Talents"

Name	Stakeholder	Explanation	Assumptions	Qualitative Impact	Quantitative Impact

3.2. Quantitative Process Analysis

Techniques for analyzing business processes quantitatively in terms of process performance measures such as cycle time, waiting time, cost, and other measures, are expanded by using flow analysis, queueing analysis and simulation. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 255)

3.2.1. Flow and Queuing Analysis

[Block 5 – Subtask 1]
To improve process performance, it must be measured first.
Calculate the following process performance measures for your process. Document how you calculated the values.
- *Average cycle time (in days)*
- *Processing time (in hours)*
- *Cycle time efficiency*

Make your assumptions about the needed values to calculate the above process performance measures (as for example processing time, waiting time, etc.).

3.2.2. Process Simulation

[Block 5 – Subtask 2]
Document the simulation of your process performing following steps:
- *export your sample process from Academic Signavio in .bpm format,*
- *open the BIMP Online simulator,*
- *import the before exported sample process (.bpm) file to the BIMP online simulator,*
- *define simulation settings for the whole process and all process elements which can be defined,*
- *'Save scenario' to save the .bpmn-file which includes all simulation settings*
- *'Start simulation' to run the simulation,*
- *interpret the simulation results,*
- *adapt the simulation parameter (e.g. the arrival rate),*
- *compare both simulation results and interpret the changes.*

4. Process Redesign (To-Be Process)

The goal of this phase is to identify changes to the process that would help to address the issues identified in the previous phase and allow the organization to meet its performance objectives. (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 23)

4.1. Application of Redesign Heuristics

[Block 6 – Subtask 1]
To address at least 3 of the issues that you have documented in your issue register, define one appropriate redesign heuristic from Appendix A (Dumas, La Rosa, Mendling, & Reijers, 2018, p. 501ff) for each issue.
Make sure that you apply 2 different types of heuristics in total.

4.2. To-Be Process Model

<Process Description (textual)>

Table 11: Updated content and interfaces of process "Match Talents"

Process Trigger	
First Process Step	
Last Process Step	
Preceding Process	
Following Process	

Figure 7: To-Be process model of "Match Talents"

4.3. Devil's Quadrangle

Explain the impact of the changes you propose in terms of the performance dimensions of the Devil's Quadrangle.

4.4. Implementation Strategy

[Block 6 – Subtask 4]
Describe possible ways how your proposed changes can be implemented in your company and the obstacles that might occur.

Annex B: Definitions and Abbreviations

Literature

Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. (2018). *Fundamentals of Business Process Management.* Berlin: Springer.

List of Figures

List of Tables