Analyzing & Improving Business Processes

About This Course

Course Description
At the core of any organization are the processes that make up the work accomplished by that organization. The accumulation of activities that take place in each of these business processes is what ultimately determines an organization’s success. To improve overall operations, most organizations have initiated various attempts at analyzing and evaluating their existing processes. However, often, the analyses that are conducted are not at a holistic level, do not consider the customer, or fail to focus on the objectives and risks associated with those processes. This means that individuals (including internal auditors) tasked with such analysis are on a constant search for better tools and techniques to be used for business process analysis — whether they are looking for a way to create efficiencies, analyze the work that is being done, or provide better customer service.

This course provides participants with a set of tools and techniques that can be used in any process analysis engagement. In addition, it includes numerous opportunities to apply those tools and techniques in real-world scenarios. The best way to build business process analysis skills is by doing the work, and this course is full of hands-on applications using case studies and the participants’ understanding of their own processes to apply these tools and techniques often.

For staff auditors, it will provide solid instruction on how the tools can be used to analyze any environment. For auditors-in-charge, it will provide an arsenal of tools that can be used in completing audit assignments. For audit managers, it will provide the information necessary to direct others in completing these analyses as well as demonstrate how to appropriately review the completed work.

Course Objectives

- Recognize the various purposes and roles of process improvement in audit and review activities.
- Understand the interrelationships, roles, and impacts of objective and risk on processes.
- Create visual representations (maps) of processes to facilitate process analysis.
- Understand how and when to apply the various tools — process mapping, customer mapping, spaghetti mapping, and RACI matrices.
- Understand techniques to use while interviewing that facilitate information gathering.
- Apply the tools in various business situations.
- Analyze documentation during and after development to identify potential issues and solutions related to efficiency and effectiveness.
Course Topics

The Role of Process Analysis
- Why processes are analyzed
- The imperative for internal auditing to conduct process analysis
- How relationships with internal auditing’s stakeholders impact successful process analysis
- Related internal auditor competencies
- The outcomes of effective process analysis

Understanding Processes
- Defining “process”
- The role of objectives in process analysis
- Identifying process objective risks and controls
- Distinguishing inputs, outputs, and trigger events
- Identifying process measures of success (key performance indicators)
- Completion and use of the Process Profile Worksheet

Process Mapping
- The role of process mapping in process analysis
- Aspects of process documentation that apply to all four tools, as well as those specific to process mapping
- How process maps are constructed
- Approaches for working with stakeholders in building process maps
- Assessing completed process maps

Customer Mapping
- The role of customer mapping in process analysis
- Defining customer needs and expectations
- Walking through the customer experience
- Using the customer profile worksheet
- Assessing the impact of processes on customer experiences

Spaghetti Mapping
- The role of spaghetti mapping in process analysis
- How to construct an “as is” spaghetti map
- How the “as is” spaghetti map shows inefficiencies in a process
- The use of the “to be” spaghetti map in documenting potential process improvements
RACI Matrices

- The role of RACI matrices in process analysis
- The Responsible, Accountable, Consult, and Inform roles
- How RACI matrices are completed
- Analyzing a completed RACI matrix
- Gaining insight by combining tools

Course Information

Course Duration: 2 Days

CPE Hours Available: 16

Knowledge Level: Basic

Field of Study: Management Services

Prerequisites: None

Advance Preparation: None

Delivery Format: On-site Training (Group-Live); Seminar (Group-Live)