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PROCESS IMPROVEMENT

Version 2



CONTENTS

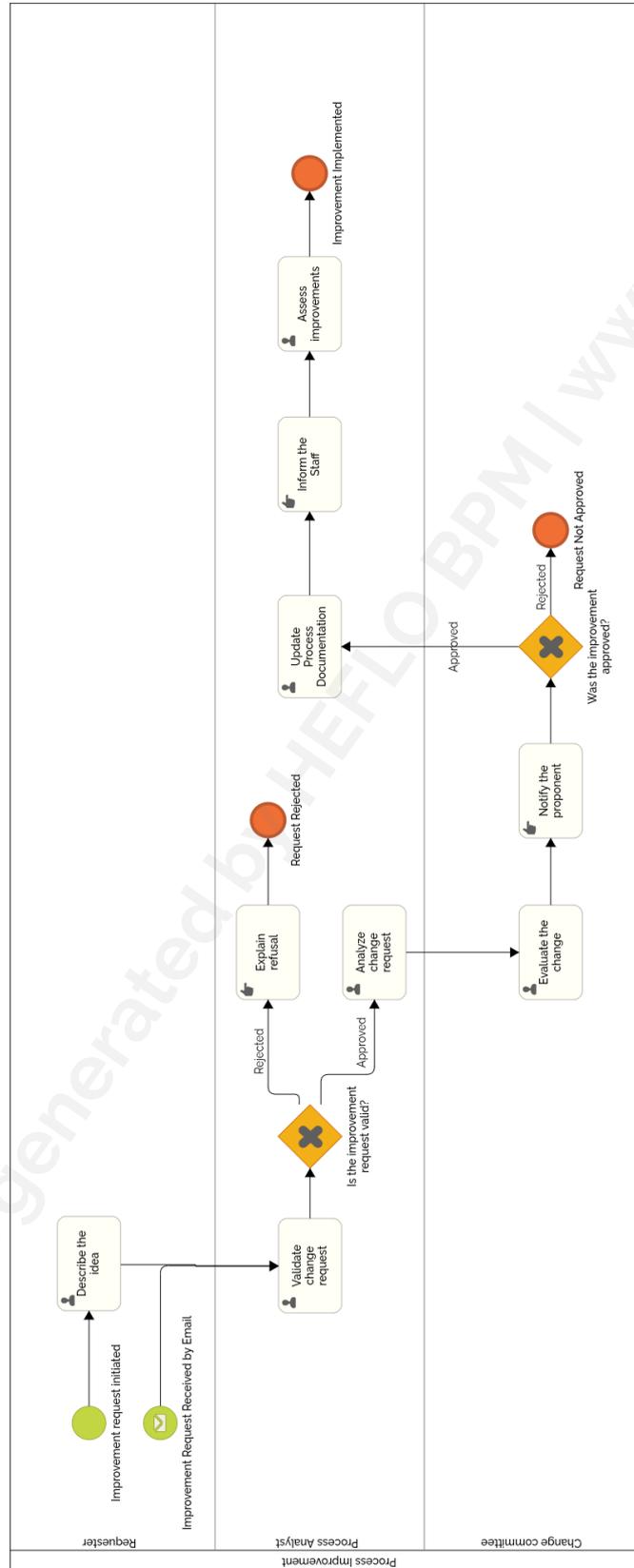
Summary	3
Diagram	4
Tasks and Events	
Process Improvement	5
Improvement request initiated	5
Describe the idea	5
Validate change request	6
Explain refusal	7
Request Rejected	7
Analyze change request	7
Evaluate the change	8
Notify the proponent	9
Update Process Documentation	9
Inform the Staff	10
Assess improvements	10
Improvement Implemented	11
Request Not Approved	12
Improvement Request Received by Email	12
Performers	
Requester	13
Process Analyst	13
Change committee	13
Glossary	15

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Version	2
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Category	Process Library EN
Creation Date	04/04/2025 8:25 AM

Description

This process enables any employee or stakeholder (Requester) to propose an improvement to an existing business process. The Process Analyst reviews and analyzes the request, while the Change Committee evaluates its strategic value. If approved, the change is documented, communicated, and assessed after implementation.

Diagram



TASKS AND EVENTS

Process Improvement

This process enables any employee or stakeholder (Requester) to propose an improvement to an existing business process. The Process Analyst reviews and analyzes the request, while the Change Committee evaluates its strategic value. If approved, the change is documented, communicated, and assessed after implementation.

Improvement request initiated

Performer
Requester

This standard start event indicates the manual initiation of the *Process Improvement* workflow by an internal actor, such as an employee, manager, or process owner.

It typically occurs when someone identifies an opportunity for improvement within a current business process and decides to initiate the procedure.

Following this event, the process continues with the task "**Describe the Idea**", where the Requestor details the context, rationale, and goals of the proposed improvement.

This start event is used for **internal, proactive improvement initiatives**.

Describe the idea

Performer
Requester

In this task, the person who initiated the improvement request (usually an internal

stakeholder) provides a detailed description of the proposed idea.

This includes:

- The current problem or inefficiency observed
- The suggested improvement
- Expected benefits and objectives
- Any supporting materials (screenshots, documents, metrics, etc.)

The output of this task is a clearly formulated change request that can be reviewed by the Process Analyst in the next step.

This task ensures that the idea is well-documented before moving forward in the validation phase.

Validate change request

Performer
Process Analyst

This task is performed by the Process Analyst, who reviews the change request—whether it comes from the internal "Describe the Idea" task or directly from an email.

The analyst checks:

- Completeness and clarity of the request
- Potential impact on existing processes
- Alignment with business goals and strategy
- Feasibility (technical, operational, or financial)

Based on this validation, the analyst can either approve the request for further analysis and implementation or reject it with justification.

This task is a key decision point in the process and ensures that only relevant and valuable improvements move forward.

Explain refusal

Performer
Process Analyst

This task is performed when the improvement request is deemed invalid or not actionable. The Process Analyst prepares a clear and respectful explanation of the reasons behind the rejection, which may include:

- Incomplete or unclear request
- Lack of alignment with strategic goals
- Technical or operational infeasibility
- Duplicates an existing initiative

The explanation is communicated to the requester (via email, form, or internal system) to ensure transparency and encourage constructive feedback.

Request Rejected

Performer
Process Analyst

This standard end event marks the termination of the *Process Improvement* workflow for a request that has been reviewed and rejected.

It is reached after the task "**Explain the Refusal**", where the Process Analyst informs the requester of the decision and the reasons behind it.

No further action is taken in the process once this point is reached. The request is logged or archived with a "Rejected" status for traceability, and the process instance ends here.

Analyze change request

Performer
Process Analyst

This task is carried out by the Process Analyst after a change request has been approved as valid.

The analyst conducts a more in-depth review to assess:

- The root cause of the issue addressed
- The expected impact of the improvement
- Dependencies and potential risks
- Stakeholders involved
- Possible solutions or optimization approaches

The analysis serves as the foundation for designing and implementing the improved process. The result is usually a documented change proposal ready for further evaluation or execution.

Evaluate the change

Performer
Change committee

This task involves a structured evaluation of the analyzed change request. The goal is to determine whether the proposed change should be implemented, delayed, revised, or discarded.

During this task, the evaluator(s) consider:

- The analysis results from the previous task
- The estimated cost and resources required
- The expected benefits (efficiency, quality, compliance, etc.)
- The risks and mitigation strategies
- The alignment with business priorities and ongoing initiatives

Depending on the organization, this evaluation may involve a single analyst, a process improvement team, or a formal change advisory board (CAB).

The outcome of this task is a decision that leads either to approval and implementation

planning, or to rejection or rework of the proposal.

Notify the proponent

Performer
Change committee

In this task, the person responsible for the evaluation communicates the outcome of the change request assessment to the individual who initially submitted the proposal (the proponent).

The notification includes:

- The final decision (approved, rejected, or deferred)
- A brief justification of the decision
- Next steps if the request is approved (e.g., implementation planning)
- Possibility of revision or resubmission if rejected

This step ensures transparency, maintains a feedback loop with stakeholders, and encourages continuous engagement in the improvement process. The notification may be delivered via email, workflow system, or internal portal depending on the organization's tools.

Update Process Documentation

Performer
Process Analyst

This task consists of updating all relevant documentation to reflect the approved process improvement. This may include:

- Process models (e.g., BPMN diagrams)

- Work instructions and SOPs
- Training materials or manuals
- Internal change logs or audit trails

The objective is to ensure that the new process version is correctly recorded and communicated, serving as a reference for implementation and future audits.

Inform the Staff

Performer
Process Analyst

This task ensures that all relevant staff members are made aware of the approved change and how it affects their daily work.

The communication can be done through various channels, such as:

- Internal emails
- Newsletters or intranet announcements
- Team meetings or briefings
- Training sessions or Q&A documents

The goal is to ensure transparency, promote adoption, and reduce resistance to change by informing staff clearly and proactively.

This step may include instructions, implementation dates, responsibilities, or follow-up actions if required.

Assess improvements

Performer
Process Analyst

This task is focused on evaluating the effectiveness of the implemented process change.

After sufficient time has passed to observe its effects, performance indicators and feedback are reviewed to determine whether the expected benefits have been achieved.

Typical activities include:

- Comparing pre- and post-change KPIs
- Gathering feedback from staff and stakeholders
- Identifying any new issues or unintended consequences
- Determining if further adjustments are needed

This step helps ensure continuous improvement and validates the success (or failure) of the applied change.

It may result in lessons learned, updates to documentation, or the launch of a new improvement cycle.

Improvement Implemented

Performer
Process Analyst

This standard end event marks the successful completion of the *Process Improvement* workflow.

It indicates that the proposed change has been:

- Analyzed and evaluated
- Approved and documented
- Communicated to the relevant staff
- Implemented and assessed

At this point, the process concludes, with all necessary actions completed.

The improvement is now part of the official process documentation and operations.

Any future adjustments will require initiating a new improvement cycle.

Request Not Approved

Performer
Change committee

This end event marks the termination of the process when a change request is rejected after evaluation.

It indicates that the improvement proposal has not been approved and will not be implemented at this time.

The process instance ends, and the request may be archived for reference or reviewed again in the future if needed.

Improvement Request Received by Email

Performer
Requester

This message-based start event represents the reception of an improvement request via email. The email may originate from an **external source** (e.g. customer, partner, supplier) or an **automated system**.

Unlike the manual initiation path, this start event skips the idea description phase and directly triggers the task "**Validate Change Request**", which is managed by the Process Analyst.

The content of the email typically includes a description of the issue, proposed changes, and context information.

This start event is used for **external or system-triggered improvement requests** that require immediate evaluation.

PERFORMERS

Requester

Represents the individual (employee, stakeholder, or external contributor) who identifies a potential improvement and initiates the process.

The Requester is responsible for submitting the improvement idea, providing the necessary details, and collaborating with the Process Analyst if clarification is needed.

This role is crucial in capturing operational feedback and driving continuous improvement from the ground up.

Process Analyst

Represents the person or team in charge of analyzing, evaluating, and validating change requests.

The Process Analyst assesses the feasibility, impact, and alignment of the proposed improvements.

This role ensures that all changes are well-documented, technically viable, and aligned with organizational goals.

Change committee

Represents the group of decision-makers responsible for evaluating the strategic relevance and business impact of proposed changes.

This committee reviews recommendations from the Process Analyst and approves or rejects

the implementation.

Members may include representatives from management, quality assurance, IT, operations, or other key departments depending on the organization.

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GLOSSARY

Requestor

The individual or department that submits a request for a necessary items. The **Requestor** is responsible for providing all relevant details about the items needed.

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