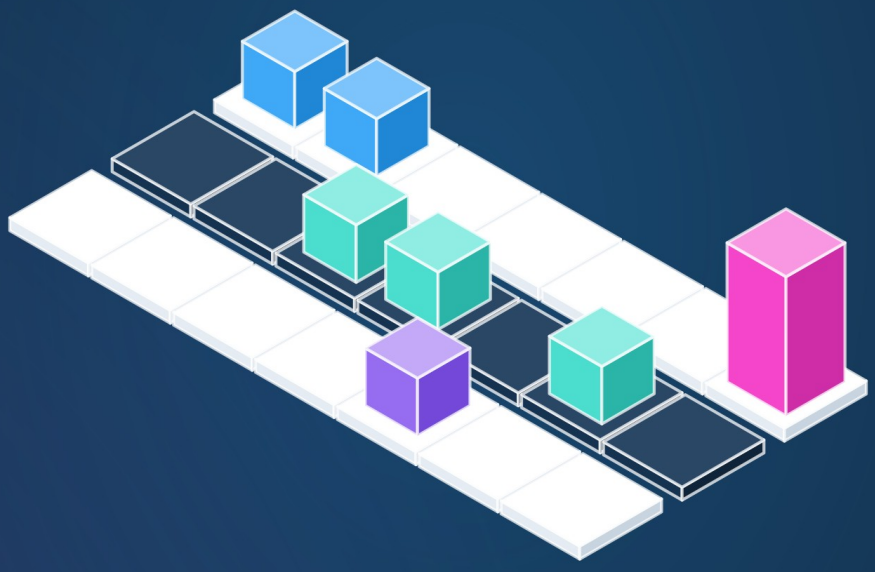
OPERATIONS INSIDER

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BUSINESS PROCESS MANAGEMENT QUICK START CHECKLIST

Score your plant in one hour, with maps and numbers you can point at.



MAP. MEASURE. REDESIGN. STEER.

START HERE

How to Use This Check

One plant or one business unit, one hour with the people who own the main processes, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open what exists: the process map, one process profile, one drawn process, the key figures of last month and the minutes of the last review.	Score each statement from 0 to 4. Without a map, a list or a number you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across departments.
3	Mostly in place and visible in the data.
4	Consistently in place, visible, reviewed and improved.

> **WHY PROCESSES**
>
> **Departments are good at their own step. Orders, quotes, purchases, changes and invoices cross several departments, and they lose their time at the borders: in handoffs, in waiting and in questions back.**

Before You Start

- **Scope:** the plant as a whole for block 01, then the one process you care about most for blocks 02 to 05.
- **Evidence:** maps, profiles, case data, key figures and review minutes. Opinions do not count as evidence.
- **Tone:** you check how the work is organized, not how hard people work. Ask where a case waits, not who is slow.

THE CHECK

01 Map and Select

NO.	CHECK	SCORE 0 TO 4
01	A process map on one page shows the management, core and support processes of the plant, each named from its trigger to its result.	
02	Every process on the map has one named owner who works on it across departments, and the owner knows it.	
03	The processes to improve this year were chosen with written criteria such as volume, effect on the customer and trouble today.	
04	Each chosen process has a one page profile with trigger, result, customer, scope, volume per year and owner.	
05	Management has agreed which process comes first and has freed the people who work in it for the analysis.	

02 Capture and Measure

NO.	CHECK	SCORE 0 TO 4
06	The current process was captured in a workshop with the people who do the work, not written by one person at a desk.	
07	At least 30 real cases were followed from trigger to result with dates, and the step list was checked at the workplaces.	
08	Each step has a role, a system, a touch time and a waiting time, and the totals match the measured lead time.	
09	The process is drawn in lanes and steps on one page with a simple drawing rule that everyone in the room can read.	
10	Lead time, touch time, first pass rate, queries and cost per case are known as numbers, with the date of the measurement.	

THE CHECK

03 Analyze and Redesign

NO.	CHECK	SCORE 0 TO 4
11	Loops, handoffs, media breaks, double work and approval levels are counted and listed as weak points with their effect.	
12	Each weak point is rated by the days and the minutes it costs per case, and the list is sorted by effect, not by loudness.	
13	The target process was designed in a fixed order: eliminate, combine, run in parallel, standardize, and only then automate.	
14	The current and the target process are compared step by step, and the benefit is stated in days, hours and EUR per year.	
15	Rules replace case by case decisions where possible, for example approval limits, required fields and standard lead times.	

04 Roles and Rollout

NO.	CHECK	SCORE 0 TO 4
16	A role matrix names for each step who does it, who answers for it, who helps and who is informed, with exactly one answer per step.	
17	The process owner has a written mandate: changes the process, sets its rules and reports its key figures.	
18	The target process was tested in a pilot with real cases and a fixed end date before it went live for everyone.	
19	Everyone who works in the process was trained on the new sequence, and the old forms, lists and mail folders were removed.	
20	A cutover date was fixed, cases in progress were sorted by a written rule, and support was on site in the first weeks.	

THE CHECK

05 Steer and Sustain

NO.	CHECK	SCORE 0 TO 4
21	Three to five process key figures with targets are shown every month, and the people in the process see them.	
22	A regular process review takes place with the owner and the roles, and it ends with decisions and dated actions.	
23	Software and workflow were specified only after the process was stable, with written requirements from the process.	
24	A process register lists all processes with owner, key figures, maturity and the date of the last review.	
25	Changes to a process follow a short path: proposal, decision by the owner, update of map and training, date of effect.	

Your Result

BLOCK	POINTS	OUT OF
01 Map and Select		20
02 Capture and Measure		20
03 Analyze and Redesign		20
04 Roles and Rollout		20
05 Steer and Sustain		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your business runs on habit and memory. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Departments. Everyone knows a step, nobody knows the process. Time is lost at the borders.	Draw the process map. Choose one process and write its profile.
40 to 59	Described. Processes are named and drawn, but not measured and not owned.	Follow 30 cases. Measure lead time, touch time and queries.
60 to 79	Designed. A target process is in use, roles are clear.	Hold a monthly review. Set targets and close the weak points.
80 to 100	Steered. Processes have owners, numbers and a regular review.	Keep the register current. Take the next process.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after six months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
BUSINESS PROCESS MANAGEMENT STARTER KIT	The guide for the first 30 days with one process, plus the Process Analysis Workbook in Excel with profile, step list, case log and weak point list.
BUSINESS PROCESS MANAGEMENT EXCELLENCE BUNDLE	The full playbook, a two-day workshop pack, eight templates, the Excel system with process map, comparison in EUR, role matrix, key figures and maturity, and a workshop deck.

Both are available at operationsinsider.com.