Course Conducted by ASPE, Inc.

Course Overview
In this 2-day Business Analyst training course you will gain the critical knowledge and skills required to model, automate, manage, and optimize your business processes to increase productivity and meet essential compliance and customer service needs. Participants are provided the opportunity to learn the skills and knowledge essential for applying the most effective techniques in business process improvement by understanding the current state and designing the future state. The measure of performance in this class is for participants to reach the level of proficiency needed to apply the techniques and analytical framework in their work assignments. Core topics include Business Process Improvement, Process Modeling, Improvement Methodologies, and Continuous Improvement.

Course Outline

Business Process Improvement Overview
- Discover a systematic approach to optimize business results.
- Focus on the three objectives for business process improvement – effectiveness, efficiency, and adaptability.
- Learn the business process improvement navigation map.
- Improve capabilities to meet customer needs and identify opportunities to improve business processes.

Develop the Process List
- Understand the business processes in an organization or department at a high level.
- Use a decision matrix to consider what is important to the business.
- Establish criteria for prioritizing which business processes to focus on first.
- Understand how to gain support and buy-in from the sponsor to help determine focus.
- Use the process list to help identify where to focus improvement efforts.

Define the Scope
- Learn the steps for creating a scope definition document for a business process.
- Understand how the scope of the business process will help keep scope creep away by establishing scope boundaries.
- Realize the scope definition document needs to be approved before detailed analysis begins.

Draw the Process Model
- Learn how process models can be drawn with high-level or detail; standard or cross-functional using flow charts or activity diagrams.
- Review standard charting shapes for process modeling. Tap into the power of the project team to help build process models and create the detail document.
- Identify improvement opportunities when using graphics and textual representations.

Estimate Time and Cost
- Learn how to estimate process time and cycle time for a business process.
- Review how to estimate process costs for a business process.
- Identify hard cost savings and soft cost savings for business processes.

Validate the Process Model
- Perform a walkthrough of the current state (as-is) process with the business stakeholders to validate understanding their needs and requirements.
- Begin considering and identifying improvement targets based on stakeholder feedback.

Apply Improvement Methods
- Examine the business process for six potential process problems and use them to improve the business process.
- Review how to conduct root cause analysis techniques.
- Discover problems before considering automation of the business process.

Establish Controls and Metrics
- Identify how controls can help avoid potential problems or errors in a business process.
- Refine success measurements to establish metrics for measuring the success of the business process.
- Establish metrics that will help determine if the business process worked as planned.
- Ensure established metrics provide value to the organization.
Test the Process
• Learn the testing process steps.
• Identify who, what, where, when, and how to test the business process.
• Ensure the process works as planned by testing the business process.

Evaluate Change Readiness
• Identify required tasks for implementing the new business process by creating an implementation plan.
• Build an impact analysis table to identify the readiness level of the organization regarding the business process changes.
• Learn how force field analysis can be used to examine the forces for and against a decision.
• Determine how to communicate with stakeholders through the creation of a communication plan.
• Identify when to use a training plan to educate stakeholders affected by the business process changes.

Perform Continuous Improvement
• Deploy the successful business process.
• Identify continuous improvement strategies to improve a business process and make adjustments as necessary so the process gets better over time.
• Adapt business processes to changing business needs.
• Follow a structured problem solving approach (DMAIC) to ensure continuous improvement occurs.
• Recognize how benchmarking and SWOT analysis help identify potential areas of continuous improvement.
• Build a continuous improvement plan to establish the steps for regularly reviewing the business process.