

Analyzing and Evaluating the Process Map

1. Are all of the steps listed in the proper sequence? (the “as is process”)
2. Have you accurately captured the true process?
3. Can any of the steps be re-sequenced in order to improve process flow?
4. Can any of the current separate steps be combined?
5. Can steps being performed separately be performed at the same time?
6. Can any of the current steps be eliminated?
7. Where do bottlenecks occur?
8. Where are there excessive wait times?
9. Is there data available at key process steps (i.e., wait time, F-P-Y, F-T-Q, process time, etc.
10. Where do handoffs occur?
11. Where does rework tend to occur within the process?
12. Where is there excessive movement of people, materials, paper, and/or information?
13. Is there appropriate technology in place at each process step? Could technology help?
14. Is the appropriate person/role performing the task? Will it increase process flow if someone else in a different role performed this task or process step?

15. Where in the process do people tend to not follow established procedures?
16. Where in the process do people create workarounds or take shortcuts?
17. Are there any opportunities to implement standard work?
18. How does work move through the process? How does each step know when work from the previous step is completed? What visual signals or other methods are in place to indicate work is ready to be sent to next step (and to indicate when the work has arrived at the next step).