"SHOULD" PROCESS DESIGN APPROACH

1. Review Rummler-Brache's Design Principles:

   Design for 80%, and build separate paths for exceptions

   Eliminate or reduce the impact of low-value steps

   Simplify complex steps

   Combine simple steps

   Work to design quality into the work rather than inspect step outputs after the fact

   Use parallel paths wherever possible

   Broaden job content and empower employees

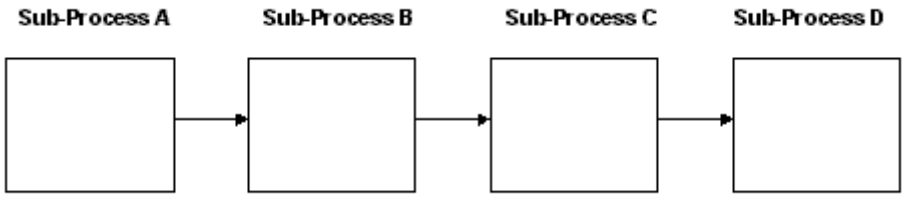
   Don't design things to the task level unless the risk of variation is unacceptable and you're willing to invest in testing prior to implementation

2. Review and update "IS" Analysis documentation noting additional Disconnects, as needed.

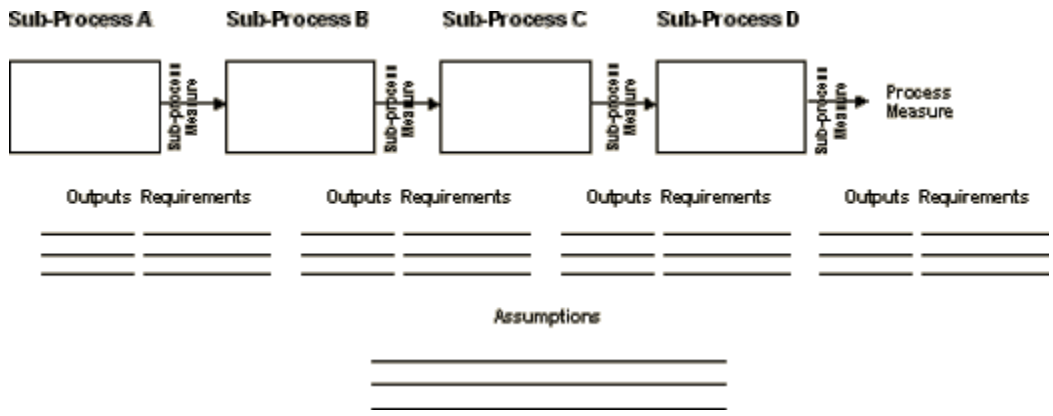
3. Review and update the "SHOULD" Design Specifications to include Steering Team additions/changes, as needed.

4. Identify the Sub-Processes (4 to 10 macro process blocks) within the process as shown below:

Sample Macro Process Blocks



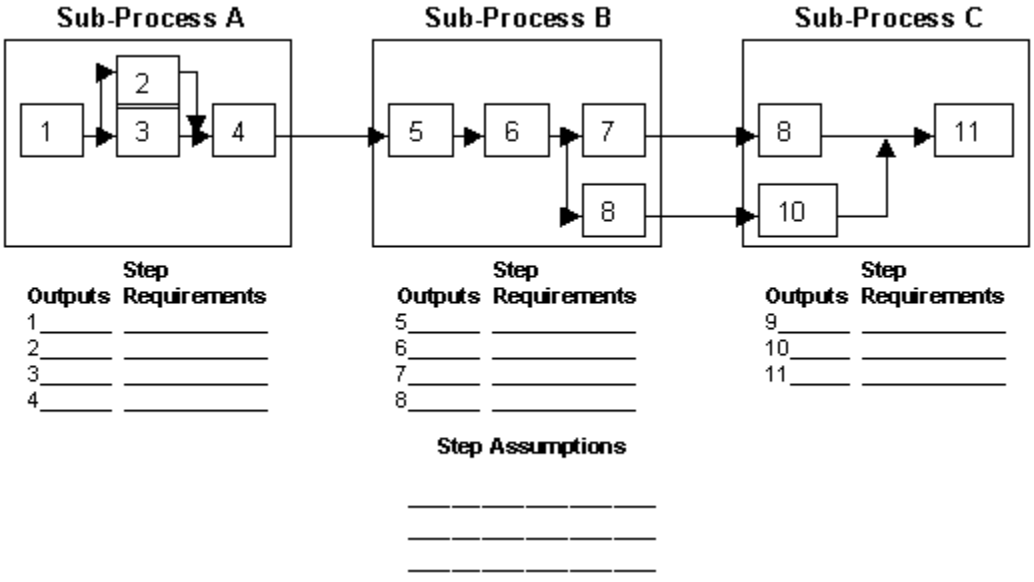
5. For each Sub-Process, list Outputs, Output Requirements, and Assumptions. Also identify Measures for the End-of-Process and the End-of-Sub-Processes as shown below:



6. Determine the major Process Steps within each Sub-Process from trigger to completion.

7. Develop a step-by-step linear map of the process with no reference to which functions own which step. This is to ensure the emphasis is on *what* rather than *who*. Below the Linear Process Map, highlight Outputs, Requirements, and Assumptions as shown below:

Linear Process Map with Outputs, Requirements, and Assumptions



8. After the linear map is deemed complete, define new roles and create a new Cross-Functional Process map, adding specific information about how certain steps may have changed (technology, procedures, etc.). This "SHOULD" Cross-Functional Process Map which meets the "SHOULD" Design Specifications. The Map will show the flow of inputs/outputs of the process across all applicable functions in the organization. See Step 1 for information on the Cross-Functional Process Map Tool.

High-Level View of Cross-Functional Process Map