

Process Management Chart

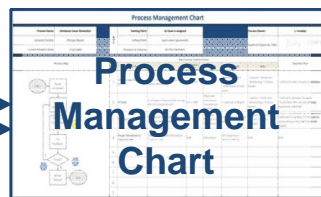
When to Use

- Use this tool to help sustain improvement results and ensure consistent process performance over time

Helpful Hints

- The Process Management Chart is a living document that needs to be updated as the process is updated. It should be maintained and used throughout the entire process lifecycle
- Wherever and whenever possible, control and reaction should be done by those closest to the work
- Focus on controlling the vital few variables that most influence the performance of the process
- Always search for the balance between a high level of control and the associated cost of control
 - If a variable is critical to customer satisfaction, cost effective control methods must be found
 - Simple error-proofing (Poka-Yoke) methods that make it hard/impossible to perform the process wrong are often very effective control methods

Related Tools

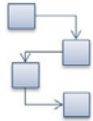


Control Methods

- Poka-Yoke
- Control Charts
- SOPs
- Checklists
- Audits

Description

- A fundamental tool for ensuring that the results of improvement efforts do not deteriorate over the long term. If improvements are made without ensuring that they'll be sustained, then all the efforts to make them are simply wasted
- Provides a central summary of the key process variables needing to be effectively managed to ensure high levels of process performance
- It provides a roadmap for control by defining the actions at each key point along the process flow
- It precisely defines:
 - The key variables (input and output)
 - How they are controlled, when, and by whom
 - What to do if issues occur
- Serves as a key link to the other elements of the Process Management System
- Three primary sections:

Process Map	Key Process Variables	Reaction Plan
	$Y = f(x_1, x_2, x_3, \dots, x_n)$	If "A" happens, then do "B"

Process Management Chart (Cont.)

Step by Step Instructions

1. Fill in the **Header** section of the Process Management Chart:

- Process Name: Name of the process being managed
- Location/Facility: Specific location of the process
- Current Revision Date: Date of last update to the document
- Scope – Starting Point: The first process step to which this document applies
- Scope – Ending Point: The last process step to which this document applies
- Scope – Products or Services: The products or services to which this document applies
- Process Owner: The name of the business leader accountable for the long term end-to-end performance of the process
- Approval Signature, Date: The Process Owner's signature and date signed

2. Complete the **Process Map** section

- Insert a high-level process map (10 steps or less)
- Clearly show the start and end points of the process
- Include identifiers to show the location of key process control points

3. Fill out the **Key Process Variables** section of the Process Management Chart . Complete one line for each key process or variable needing control. To make the completed plan easier to follow and more useful overall, the rows of the form should be filled out in the order of the process flow

- Key Variable: Enter a description of the key variable to be controlled in this field
 - Examples include: *Process Cycle Time, Patients per Hour, Seal Platen Temperature, etc.*

3. Fill out the **Key Process Variables** section (continued)

- Definition: Enter a clear and specific operational definition of the key variable to ensure everyone measures the same thing, the same way
 - Example: *"Process Cycle Time = The time elapsed between issue assignment and completion of the final report"*
- Target/Limits: Record the target value and specification limits if applicable. A process capability target is also recommended
 - Example: *"Process Cycle Time: Target = 1 hour, Upper Specification Limit (USL) = 4 hours, at a 99.5% capability level"*
- When: Enter the frequency or time interval the key variable will be controlled and/or monitored. Also include sample size if applicable
- Method: Provide specifics on how the key variable will be controlled, measured, and/or monitored. It is acceptable to reference other documents, like Standard Operating Procedures (SOPs)
- Who: Enter the name or job title of the person(s) responsible for controlling, measuring, and/or monitoring the key variable

4. Define the **Reaction Plan** for each key variable

- Fill in a well-defined, clear description of the most appropriate reaction plan for dealing with nonconforming (out-of-specification) and/or out-of-control performance
- This plan should clearly specify what actions should be taken, when they should be taken and by whom
- Actions can include adjusting or stopping the process, contacting leadership, placing product on hold, etc.
- When defining actions, exercise great care to ensure that the actions don't result in process tampering. Tampering is action taken on a stable system in response to variation within statistical control in an effort to compensate for this variation. Tampering will always increase variation and costs
- If an SOP already exists for the reaction process, the SOP number should be recorded