PMO PROCESS DEVELOPMENT PROCESS

PROCESS DEFINITION DOCUMENT (PDD)

PROGRAM MANAGEMENT OFFICE

[SUBJECT]
[ORGANIZATION]

14 March 2012

Version 2.0

<UNCLASSIFIED>

DOCUMENT HISTORY

Ver	Date	Topic	Author
0.1	27 Sep 2011	Initial Draft	
0.2	05 Oct 2011	Updates based on first review	
0.3	11 Oct 2011	Updates in preparation for pilot	
0.4	17 Nov 2011	Final updates based on pilot	
0.5	21 Nov 2011	Updates based on team review	
1.0	22 Nov 2011	Published for internal PMO use	
2.0	14 Mar 2012	Improvements based on lessons learned	

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1.0 DOCUMENT OVERVIEW

This Process Definition Document (PDD) provides a complete description of the process that all Process Developers will use to define, design, pilot and release new processes. It begins with a high-level process definition followed by a list of roles and responsibilities involved in the process development process. Next, it identifies key process components: the process owner, process manager, triggers, boundaries, suppliers, inputs, activities outputs, and customers. Process metrics are provided to measure effectiveness, efficiency, and to aid in process improvement. A high-level process flowchart is provided with descriptions of all the activities (process steps) necessary to complete the process. Finally, the PDD provides the competencies expected to be required for successful execution of the Process Development Process.

1.1 Purpose

This PDD defines the PMO process development process.

1.2 Scope

The scope of this PDD is the development of new processes, which includes gathering requirements, process definition, process design, pilot, and release.

1.3 Document Control

The PMO Deputy Director is responsible for this document. It is stored on the PMO R: drive at R:\ITSM\Process Development Process.

2.0 HIGH LEVEL PROCESS DEFINITION

Developing new processes is a critical component of IT Service Management (ITSM). Processes must be developed in a standardized way utilizing tools, templates and models to ensure the development process is effective and efficient. Process development begins with a request from leadership, staff, a customer, or the PMO to develop a new process. The output of process development is a PDD and any tools and templates required for the process being developed. This standard process development process will ensure processes are developed and documented according to industry best practices.

3.0 ROLES AND RESPONSIBILITIES

This section describes the roles and responsibilities of the PMO Process Development Process stakeholders.

Role	Responsibilities
Process Developer	Manages process development, which includes: developing all process related documents, meeting the approved development schedule, and satisfying customer requirements. Facilitates PIT activities, which include: gathering the process requirements and defining, designing, and piloting the process, sub-processes, and procedures. Communicates process development status to PMO leadership. Ensures processes are developed according to industry best practice.
PMO Leadership	Responsible for providing Process Developer resources, escalating risks and issues to senior leadership, and approval of the Charter, Plan of Action and Milestones (POAM), Requirements Definition Document (RDD) and PDD. Responsible for preparing processes for release, managing the release and communicating releases to customers.
Process Improvement Team (PIT) Members	Responsible for making decisions and accepting all products on behalf of their Directorate. Participate in PIT activities, providing subject matter expertise to gather user requirements, define, and design the process in collaboration with other PIT members. Define any processes currently in use by their directorate. Identify regulations, policies or procedures within their directorate that would impact the process being developed. Keep their directorate leadership apprised of PIT activities and results.
Pilot Team	Responsible for testing the new process by executing the process and providing feedback to the PIT.
Leadership	Responsible for identifying PIT and Pilot team members and ensuring they are able to meet their responsibilities.

4.0 THE PMO PROCESS DEVELOPMENT PROCESS

The following paragraphs define the Process Development Process.

4.1 Process Owner

PMO Director

4.2 Process Manager

PMO Deputy Director

4.3 Trigger

The following trigger is the event that will initiate the start of the Process Development Process: PMO receives a request to develop a new process from a customer, PMO leadership or senior management.

4.4 Boundaries

The following boundaries establish when the process starts and when it is complete:
Start: ID Stakeholders
Stop: PDD and any other tools and templates are released (posted to SharePoint production environment)

4.5 Purpose, Goals, and Objectives

Purpose: Develop new processes utilizing Subject Matter Experts (SMEs) from various directorates.

Goal: To support Information Technology Service Management (ITSM) framework by building processes that are standardized, integrated, measurable, and continually improved.

Objectives: Efficiently and effectively gather requirements, define, design, pilot and release new processes.
Document each process in a PDD.
Develop process tools, templates and models.
Ensure processes have defined metrics and competency tables.

4.6 Suppliers

The following individuals or organizations may provide inputs or resources (raw materials, information, or technology) into the Process Development Process:

1. SMEs
2. PMO Team Members
3. Operations Leadership

4.7 Inputs

The Process Development Process will require one or more of the following inputs or resources (generally materials, information or services) in order to produce the output(s):

1. Process requirements received from senior management, PMO leadership or other customers
2. Process development process models and tools

4.8 Activities

The Process Development Process consists of the following activities:

1. ID Stakeholders
2. Develop Charter
3. Approve Charter
4. Charter signed?
5. Develop Responsible Accountable Sign Consulted Informed (RASCI)
6. Request PIT Resources
7. Provide PIT Resources
8. Kick Off PIT
9. Develop Plan of Actions and Milestones (POAM)
10. Approve POAM
11. Define Process
12. Gather Requirements
13. Finalize Requirements Definition Document (RDD)
14. Approve RDD
15. Design Process
16. Develop PDD
17. Perform Requirements Verification
18. Requirements Met?
19. PIT Agrees to Design?
20. Update POAM
21. Approve Pilot Start
22. Request Pilot Resources
23. Provide Pilot Resources
24. Conduct Pilot
25. Pilot Success?
26. Minor Changes?
27. Update PDD
28. Final PMO Peer Review
29. Approve PDD
30. Release Prep
31. Release

4.9 Outputs

Executing the Process Development Process produces the following output(s):

1. Approved PDD for new process
2. Any associated tools or templates to support new process

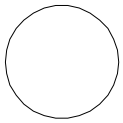
4.10 Customers

The following individuals or organizations may be the receivers of or use the output(s) from the Process Development Process:

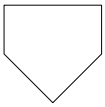
4.11 Flowchart Legend

Paragraph 4.12 presents a flowchart overview of the Process Development Process. The symbols used to develop the flowchart may include the following:

Process starting point

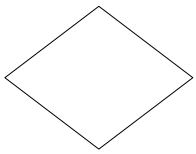


On page connector



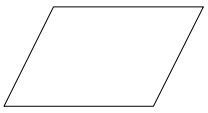
Off page connector

Single task or operation

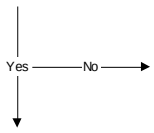


Decision – used in conjunction with result arrows

Predefined process (represents another process that provides input or receives output from the current process)



Information required to complete a task

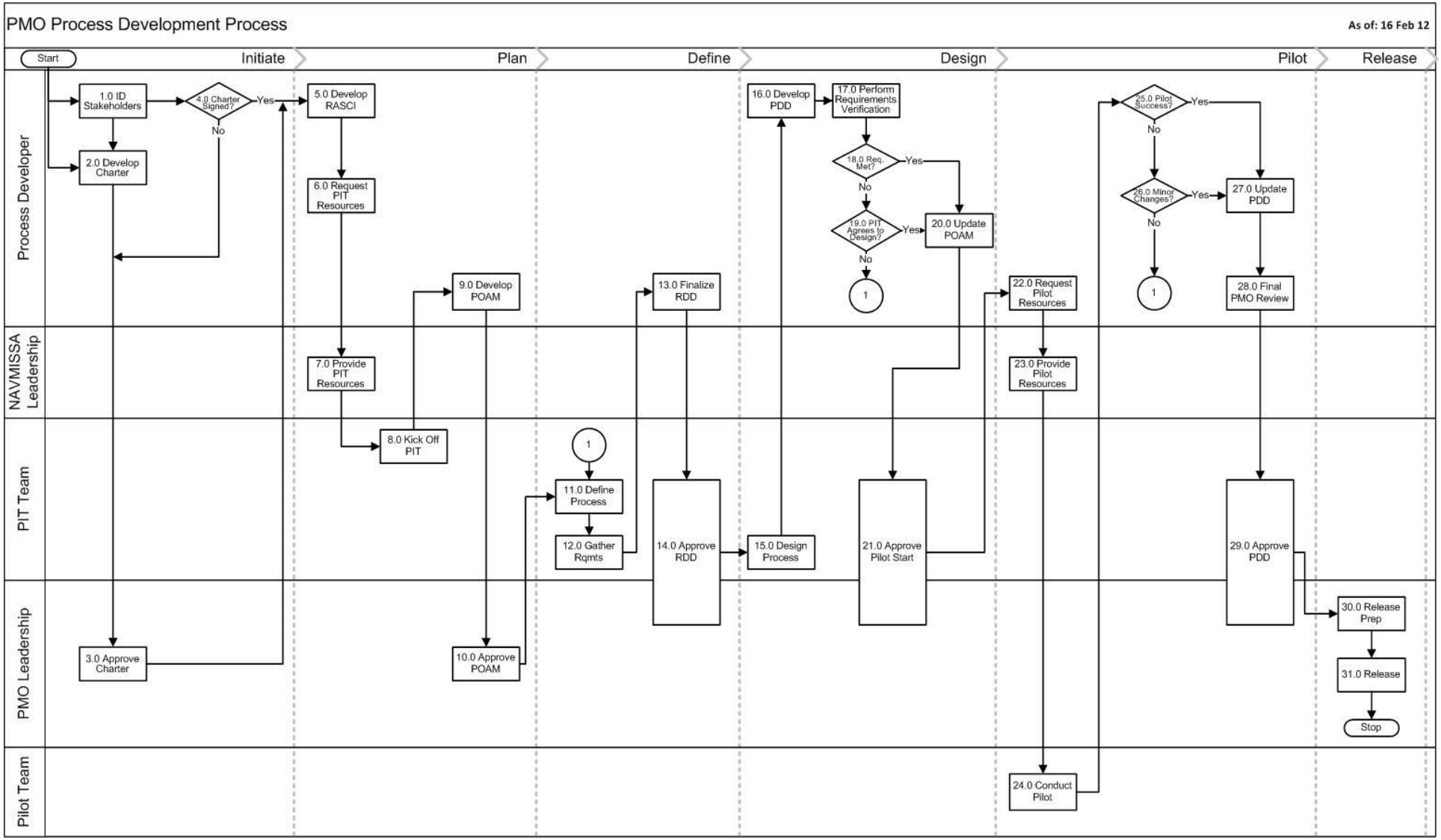


Yes and No result arrows

Process termination point

4.12 Process Development Process High Level Flowchart

The following flowchart presents an overview of the PMO Process Development Process.


PMO Process Development Process
As of: 16 Feb 12
Start
Initiate
Plan
Define
Design
Pilot
Release
Process Developer
NAVMISSA Leadership
PIT Team
PMO Leadership
Pilot Team
1.0 ID Stakeholders
2.0 Develop Charter
3.0 Approve Charter
4.0 Charter Signed?
Yes
No
5.0 Develop RASCI
6.0 Request PIT Resources
7.0 Provide PIT Resources
8.0 Kick Off PIT
9.0 Develop POAM
10.0 Approve POAM
1
11.0 Define Process
12.0 Gather Rqmts
13.0 Finalize RDD
14.0 Approve RDD
15.0 Design Process
16.0 Develop PDD
17.0 Perform Requirements Verification
18.0 Req. Met?
19.0 PIT Agrees to Design?
20.0 Update POAM
21.0 Approve Pilot Start
22.0 Request Pilot Resources
23.0 Provide Pilot Resources
24.0 Conduct Pilot
25.0 Pilot Success?
26.0 Minor Changes?
27.0 Update PDD
28.0 Final PMO Review
29.0 Approve PDD
30.0 Release Prep
31.0 Release
Stop

4.13 Activities

Activity	Procedures and Work Instructions
1.0 ID Stakeholders (Note: ID Stakeholders and Develop Charter can be worked on in parallel)	1.1 Access the process development stakeholder register model from R: drive.
	1.2 Using model as a guide, complete stakeholder register based on model and information specific to process being developed.
	1.3 Store stakeholder register in appropriate R: drive project folder.
2.0 Develop Charter	2.1 Access the process development charter model from R: drive.
	2.2 Using model as a guide, complete charter based on model and information specific to process being developed.
	2.3 Store charter in appropriate R: drive project folder.
	2.4 Submit hard copy charter to PMO leadership for approval.
3.0 Approve Charter	3.1 Review hard copy of charter. If there is feedback, provide it to the Process Developer and wait for resubmission.
	3.2 If there is no feedback, sign charter and return it to the Process Developer.
4.0 Charter Signed?	4.1 If no, get charter signed before proceeding to next activity.
	4.2 If yes, scan approved charter into PDF format, name the file using the naming convention *Process_Name*_Process_Charter (e.g., ID_Stakeholders_Process_Charter), and post it to the SharePoint approved documents folder in the appropriate project folder.
5.0 Develop RASCI	5.1 Access process development RASCI model from R: drive.
	5.2 Using model as a guide, add/remove activities or tasks that are expected to occur during a project in the left hand column.
	5.3 Enter each PIT member (if known) and key stakeholders across the top of the RASCI matrix.
	5.4 Enter a role definition for each role assigned to each task as being Responsible (R), Accountable (A), Sign (S), Consulted (C), or Informed (I).
	5.5 Analyze RASCI and make adjustments, if necessary.
	5.6 Store RASCI in appropriate R: drive project folder.
6.0 Request PIT Resources	6.1 Analyze the charter to determine which departments and directorates will be affected by the process and which SMEs will be needed for membership to the PIT.
	6.2 Use stakeholder register to identify key stakeholders.
	6.3 Access PIT resource request email template from R: drive.
	6.4 Tailor the email template appropriately and send it to appropriate Department Heads (if applicable), Deputies, and Directors to solicit for their best representative SME for the scope of the process.
7.0 Provide PIT Resources	7.1 Directorate leadership will review resource request and provide appropriate SME(s) via email response.
8.0 Kick Off PIT	8.1 Access Welcome to the PMO PIT email template from the R: drive.
	8.2 Tailor the email template appropriately and send it to the PIT members.
	8.3 Plan, organize, and conduct PIT kick off meeting. 8.4.1 Determine best date and time for PIT to meet. 8.4.2 Reserve conference room. 8.4.3 Send Outlook invitation to participants. 8.4.4 Access PIT kick off meeting agenda model from the R: drive. 8.4.5 Using model as a guide, add/remove agenda items. 8.4.6 Conduct meeting according to agenda.

Activity	Procedures and Work Instructions
	8.4.7 Document decisions and actions items in the meeting agenda. 8.4.7 Store meeting agenda and minutes in appropriate R: drive folder. 8.4.8 Complete PIT kick off meeting action items. 8.4.9 Send PIT kick off meeting minutes to PIT members.
	8.4 Update RASCI, if necessary.
9.0 Develop POAM	9.1 Access process development POAM model from R: drive.
	9.2 Using the model as a guide, complete the POAM. Include information gathered during PIT kick off meeting.
	9.3 Validate POAM with PIT.
	9.4 Submit hard copy POAM to PMO leadership for approval.
10.0 Approve POAM	10.1 Review POAM. If there is feedback, provide it to the Process Developer and wait for resubmission.
	10.2 If there is no feedback, sign POAM and return it to the Process Developer.
	10.3 Process Developer stores approved POAM. 10.3.1 Maintain a hard copy of the signature page(s) in a safe place. 10.3.2 Scan approved POAM into PDF format. 10.3.3 Name the file using the convention *Process_Name*_Process_POAM (e.g., ID_Stakeholders_Process_POAM). 10.3.4 Post file to the SharePoint approved documents folder in the appropriate project folder. Note: The POAM is a living document and will require a few updates during the course of this process. Maintain the Word version of the POAM in the R: drive for future updates.
11.0 Define Process	11.1 Access process development RDD model from R: drive.
	11.2 Plan, organize, and conduct process definition meeting. 11.2.1 Determine best date and time for PIT to meet. 11.2.2 Reserve conference room. 11.2.3 Send Outlook invitation to participants. 11.2.4 Access process define meeting agenda model from the R: drive. 11.2.5 Using model as a guide, add/remove agenda items. 11.2.6 Conduct meeting according to agenda using steps 11.3 – 11.8 below. 11.2.7 Document decisions and actions items in the meeting agenda. 11.2.8 Store meeting agenda and minutes in appropriate R: drive folder. 11.2.9 Complete process definition meeting action items. 11.2.10 Send process definition meeting minutes to PIT members.
	11.3 Identify the trigger (what triggers the start of the process) and define the process boundaries by determining the start and stop points based on scope.
	11.4 Refer to the charter and define the purpose, goals and objectives of the process.
	11.5 Identify the suppliers (what/who provides input to the process).
	11.6 Identify inputs by determining the resources utilized by the process.
	11.7 Determine the process outputs (what is created by the process).
	11.8 Identify customers (receivers of the outputs of the process).
	11.9 Complete RDD section 3.0. Note: This section maps to parts of PDD, section 4.0.
	11.10 Store RDD in appropriate R: drive project folder.
12.0 Gather Requirements	12.1 Access requirements elicitation tool from R: drive.
	12.2 Research industry and government agency best practices for the process.
	12.3 Tailor requirements elicitation tool, if necessary.

Activity	Procedures and Work Instructions
	12.4 Use RASCI to determine who to involve in the requirements definition process and define their responsibilities. Note: It is recommended the Process Developer use one-on-one interviews and a group meeting to gather requirements.
	12.5 Plan, organize, and conduct requirements gathering meeting. 12.5.1 Determine best date and time for PIT to meet. 12.5.2 Reserve conference room. 12.5.3 Send Outlook invitation to participants. 12.5.4 Access gather requirements meeting agenda model from the R: drive. 12.5.6 Using model as a guide, add/remove agenda items. 12.5.7 Conduct meeting according to agenda. 12.5.8 Document decisions and actions items in the meeting agenda. 12.5.9 Store meeting agenda and minutes in appropriate R: drive folder. 12.5.10 Complete gather requirements meeting action items. 12.5.11 Send gather requirements meeting minutes to PIT members.
	12.6 Utilize requirements elicitation tool to gather requirements from all pre-identified stakeholders.
13.0 Finalize RDD	13.1 Update RDD with requirements and make additional changes, if necessary.
	13.2 Store RDD in appropriate R: drive project folder.
	13.3 Submit RDD to PIT for approval.
14.0 Approve RDD	14.1 PIT members review the RDD. If there is feedback, PIT members provide feedback to Process Developer and wait for resubmission.
	14.2 If there is no feedback, Process Developer obtains signatures from all PIT members.
	14.3 Submit hard copy RDD to PMO leadership for approval.
	14.4 PMO leadership reviews RDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission.
	14.5 If there is no feedback, PMO leadership signs RDD and returns it to the Process Developer.
	14.6 Maintain the hard copy signature page(s) in a safe place, name the file using the convention *Process_Name*_Process_RDD (e.g., Develop_Charter_Process_RDD), and upload the MS Word document to the SharePoint approved documents folder.
15.0 Design Process	15.1 Obtain the RDD from the SharePoint approved documents folder.
	15.2 Plan, organize, and conduct process design meeting. 15.2.1 Determine best date and time for PIT to meet. 15.2.2 Reserve conference room. 15.2.3 Send Outlook invitation to participants. 15.2.4 Access process design meeting agenda model from the R: drive. 15.2.6 Using model as a guide, add/remove agenda items. 15.2.7 Conduct meeting according to agenda. 15.2.8 Document decisions and actions items in the meeting agenda. 15.2.9 Store meeting agenda and minutes in appropriate R: drive folder. 15.2.10 Complete process design meeting action items. 15.2.11 Send process design meeting minutes to PIT members.
	15.3 Use the RDD and validate the process definition.
	15.4 Map the activities needed to produce the desired output of the process. 15.4.1 Identify all the activities and decisions in the process. Note: It's best to use sticky notes or a white board. Visio is not recommended at this point.

Activity	Procedures and Work Instructions
	15.4.2 Put activities in the logical sequence in which they are to be performed. Note: Represent each activity with a single block. Spread the block across swim lanes if necessary. 15.4.3 Validate initial process flow with PIT.
	15.5 Identify inputs and outputs of each activity. Note: There may not be an input/output to each activity.
	15.6 Perform value analysis. 15.6.1 Determine if activities are Value Added, Non-Value Added – Necessary, or Non-Value Added – Waste. 15.6.2 Eliminate Non-Value Added Waste activities and reduce Non-Value Added – Necessary activities.
	15.7 Define procedures and work instructions (if necessary) for each activity.
	15.8 Finalize process map. Note: Preferred flowchart is swim lane format.
	15.9 Review final process map with PIT.
16.0 Develop PDD	16.1 Access PDD model from R: drive.
	16.2 Copy the data from RDD sections 3.1 - 3.7 into sections 4.1 - 4.7 of the PDD. List the activities of the process into PDD section 4.8. Copy the data from RDD sections 3.8 and 3.9 into PDD sections 4.9 and 4.10.
	16.3 Document designed process in PDD. Make sure roles and responsibilities in the PDD reflect the swim lane roles in the process flowchart.
	16.4 Store PDD in appropriate R: drive project folder.
	16.5 Conduct a quick review with the PIT before proceeding, if necessary.
17.0 Perform Requirements Verification	17.1 Obtain the RDD and PDD from the R: drive.
	17.2 Requirements Verification: 17.2.1 Verify the newly designed process meets each requirement. 17.2.2 Put an X in boxes in the verified column of the requirements matrix section of the RDD. 17.2.3 If there are no issues meeting the requirements, go to the next step; otherwise, go to 18.0 – Requirements Met?
	17.3 Print the completed RDD and replace the blank signature page with the signed one. Scan the final RDD into PDF format, name the file using the convention *Process_Name*_Process_RDD (e.g., Develop_Charter_Process_RDD), and post it to the SharePoint approved documents folder.
18.0 Requirements Met?	18.1 If all requirements are met, proceed to 20.0 – Update POAM.
	18.2 If a requirement is not met, proceed to 19.0 – PIT Agrees to Design?
19.0 PIT Agrees to Design?	19.1 If PIT agrees to the design, update the RDD to reflect the changed requirement or remove it, if necessary. Then return back to step 17.2.
	19.2 If PIT does not agree to the design, validate the requirement and go back to 11.0 – Define Process. Note: Depending on the situation, it may make sense to go back to 15.0 – Design Process. The farthest point back the Process Developer would need to go is 11.0 – Define Process.
20.0 Update POAM	20.1 Update section 2.6 of the POAM with the approach to be used for conducting the pilot and the success criteria for the pilot.
21.0 Approve Pilot Start	21.1 Submit PDD to the PIT for their approval to start the pilot.
	21.2 PIT reviews PDD. If there is feedback, PIT provides feedback to Process Developer and waits for resubmission. If there is no feedback, PIT approves pilot start.

Activity	Procedures and Work Instructions
	21.3 Submit hard copy PDD and any other applicable templates, tools, guidance, etc. to PMO leadership for their approval to start the pilot.
	21.4 PMO leadership reviews PDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission. If there is no feedback, PMO leadership approves pilot start.
22.0 Request Pilot Resources	22.1 Access pilot resource request email template from R: drive.
	22.2 Tailor the email template appropriately and send it to appropriate Department Heads (if applicable), Deputies, and Directors to solicit for one or more eligible candidates to pilot the process.
23.0 Provide Pilot Resources	23.1 Directorate leadership will review resource request and will provide the name of a pilot candidate via email response.
	23.2 Update the POAM with the names of the pilot participants.
24.0 Conduct Pilot	24.1 Access Welcome to the pilot team email template from the R: drive.
	24.2 Tailor the email template appropriately and send it to pilot member(s).
	24.3 Plan, organize, and conduct pilot kick off meeting. 24.3.1 Determine best date and time for pilot members to meet. 24.3.2 Reserve conference room. 24.3.3 Send Outlook invitation to participants. 24.3.4 Access pilot kick off meeting agenda model from the R: drive. 24.3.6 Using model as a guide, add/remove agenda items. 24.3.7 Conduct pilot kick off meeting to introduce pilot participants to process and go over success criteria and plan.
	24.4 Pilot team performs the process.
	24.5 Document pilot results in POAM.
25.0 Pilot Success?	25.1 Determine whether pilot was a success by comparing results against success criteria.
	25.2 If pilot was successful, finalize the POAM, print it and replace the blank signature page with signed one. Rescan the POAM and replace the file stored in the SharePoint approved documents folder. Proceed to 28.0 – Final PMO Review activity.
	25.3 If pilot was unsuccessful, go to next activity: 26.0 – Minor Changes?
26.0 Minor Changes?	26.1 Determine whether changes are minor, such as clarifications in the wording within the PDD. If changes are minor, proceed to next activity: 27.0 – Update PDD.
	26.2 If more than minor changes are required, such as process redesign or improvement, go back to 11.0 – Define Process activity.
27.0 Update PDD	27.1 Update the PDD with any minor changes made as a result of the pilot.
28.0 Final PMO Review	28.1 Announce final peer review to the PMO team. Note: This review is a final quality check and is not meant to question content, design, etc.
	28.2 Consolidate comments from the peer review.
	28.3 Conduct collaboration meeting to review open comments, if necessary.
	28.4 Finalize PDD and any supporting process specific tools/templates.
29.0 Approve PDD	29.1 Submit PDD to PIT for approval.
	29.2 PIT reviews PDD. If there is feedback, PIT provides it to Process Developer and waits for resubmission.
	29.3 Process Developer changes the PDD cover page version number to the next whole number (e.g., 1.0, 2.0, etc.) and changes the date to the upcoming release date. Update the Document History section with the appropriate information.
	29.4 Submit hard copy PDD to PMO leadership for approval.

Activity	Procedures and Work Instructions
	29.5 PMO leadership reviews PDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission.
	29.6 If there is no feedback, Process Developer emails the PDD to the PMO Director to convert to PDF format for electronic signature purposes.
	29.7 PMO Director converts PDD to PDF format for electronic signature and returns it to the Process Developer.
	29.8 Process Developer electronically signs PDD and sends to PMO Deputy Director for signature.
	29.9 PMO Deputy Director electronically signs PDD and sends to PMO Director for electronic signature.
	29.10 PMO Director electronically signs PDD and returns it to the Process Developer.
	29.11 Process Developer renames files accordingly: 29.11.1 Name the PDD using the convention *Process_Name*_Process (e.g. ID_Stakeholders_Process). 29.11.2 Name any process associated tools and templates using the convention PMO_*Tool_Name* (e.g., PMO_Requirements_ Elicitation_Tool).
	29.12 Release content is frozen. No more modifications.
	29.13 Move frozen PDD and associated tools/templates to SharePoint staging queue location. Publish the documents to the next whole version number (i.e., 1.0, 2.0, etc.), ensuring the SharePoint version number matches the document version number.
	29.14 Update activity checklist and notify PMO leadership it is available for them to document activities 30 and 31.
	End Process Developer activities.
30.0 Release Prep	30.1 Determine release content no later than one week prior to release date.
	30.2 Access POW announcement model and release letter email model from R: drive.
	30.3 Using POW announcement model, create announcement and email to POW contact by COB Wednesday the week of the release.
	30.4 Using release letter email model, create release email.
	30.5 Verify production folder is established for release.
31.0 Release	31.1 Copy PDD(s) and supporting process specific tools/templates from SharePoint staging queue folder to SharePoint production folder(s). Verify files are checked in.
	31.2 Update publication catalog.
	31.3 Post updated publication catalog.
	31.4 Test uploaded documents and access.
	31.5 Send release email to CO executive assistant for distribution.
	31.6 Move documents from SharePoint staging queue folder to SharePoint staging archive folder.
	31.7 Update activity checklist and store in appropriate process folder on R: drive.
	STOP (Process ends).

4.14 Process Metrics

Process Success Criteria	
Performance/Efficiency	Percentage of PDDs that require rework within the original scope of the effort.
Quality/Effectiveness	Number of times a PDD needs to be reworked after it has been signed.
Compliance	Overall adoption of a PDD by the organization.
Time	Total time to complete the process development process.
Scope	
Value	

Measurement Name:	**Percentage of PDDs that require rework within the original scope of the effort.**
Measure Complexity	
Method	Number of completed PDDs that don't require rework within the original scope of the effort divided by the total number of completed PDDs.
Unit of Measure	Percentage
Frequency of Collection	Ongoing
Responsible	Process Manager
Tools	
Sample	
Analysis Frequency	
Data Source	
Interpretation	

Measurement Name:	**Number of times a PDD needs to be reworked after it has been signed.**
Measure Complexity	
Method	Number of times the PDD needs to be taken offline and reaccomplished due to missed requirements or ineffectiveness.
Unit of Measure	Number
Frequency of Collection	Ongoing
Responsible	Process Manager
Tools	
Sample	
Analysis Frequency	
Data Source	
Interpretation	

Measurement Name:	**Overall adoption of a PDD by the organization.**
Measure Complexity	
Method	Number of people who use the PDD.
Unit of Measure	Number
Frequency of Collection	Ongoing
Responsible	Process Manager
Tools	
Sample	
Analysis Frequency	
Data Source	
Interpretation	

Measurement Name:	**Total time to complete the process development process.**
Measure Complexity	
Method	Measure time to complete each Process Development Process.
Unit of Measure	Days
Frequency of Collection	Ongoing
Responsible	Process Manager
Tools	
Sample	
Analysis Frequency	
Data Source	
Interpretation	

5.0 DOCUMENT APPROVALS:

_____	
Process Owner	PMO Director
_____	
Process Manager	PMO Deputy Director

Appendix A - Process Measures Table

Process: Process Development Process					
	Process Phase 1	**Process Phase 2**	**Process Phase 3**	**Process Phase 4**	**End Of Process**
	Initiate	Plan	Define	Design	
Inputs	**Outputs**	**Outputs**	**Outputs**	**Outputs**	**Outputs**
1. Request from customer for new process 2. Request from PMO leadership for new process 3. Request from senior management for new process	1. Signed Charter 2. Stakeholder Register	1. Approved POAM	1. Approved RDD	1. Approved PDD	1. PDD
Performance/Efficiency Metrics					
Quality/Effectiveness Metrics					
	Number of charter re-works				
Value Metrics					
					PDD meets customer requirements
Time Metrics					
	Cycle time of phase	Cycle time of phase	Cycle time of phase	Cycle time of phase	Total cycle time of process
	Charter routing time				

Appendix B - Process Development Process Activity Progress Checklist

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
1.0 ID Stakeholders (Note: ID Stakeholders and Develop Charter can be worked on in parallel)	1.1 Access the process development stakeholder register model from R: drive.				
	1.2 Using model as a guide, complete stakeholder register based on model and information specific to process being developed.				
	1.3 Store stakeholder register in appropriate R: drive project folder.				
2.0 Develop Charter	2.1 Access the process development charter model from R: drive.				
	2.2 Using model as a guide, complete charter based on model and information specific to process being developed.				
	2.3 Store charter in appropriate R: drive project folder.				
	2.4 Submit hard copy charter to PMO leadership for approval.				
3.0 Approve Charter	3.1 Review hard copy of charter. If there is feedback, provide it to the Process Developer and wait for resubmission.				
	3.2 If there is no feedback, sign charter and return it to the Process Developer.				
4.0 Charter Signed?	4.1 If no, get charter signed before proceeding to next activity.				
	4.2 If yes, scan approved charter into PDF format, name the file using the naming convention *Process_Name*_Process_Charter (e.g., ID_Stakeholders_Process_Charter), and post it to the SharePoint approved documents folder in the appropriate project folder.				
5.0 Develop RASCI	5.1 Access process development RASCI model from R: drive.				
	5.2 Using model as a guide, add/remove activities or tasks that are expected to occur during a project in the left hand column.				
	5.3 Enter each PIT member (if known) and key stakeholders across the top of the RASCI matrix.				
	5.4 Enter a role definition for each role assigned to each task as being Responsible (R), Accountable (A), Sign (S), Consulted (C), or Informed (I).				
	5.5 Analyze RASCI and make adjustments, if necessary.				
	5.6 Store RASCI in appropriate R: drive project folder.				
6.0 Request PIT Resources	6.1 Analyze the charter to determine which departments and directorates will be affected by the process and which SMEs will be needed for membership to the PIT.				
	6.2 Use stakeholder register to identify key stakeholders.				
	6.3 Access PIT resource request email template from R: drive.				
	6.4 Tailor the email template appropriately and send it to appropriate Department Heads (if applicable), Deputies, and Directors to solicit for their best representative SME for the scope of the process.				
7.0 Provide PIT Resources	7.1 Directorate leadership will review resource request and provide appropriate SME(s) via email response.				
8.0 Kick Off PIT	8.1 Access Welcome to the PMO PIT email template from the R: drive.				
	8.2 Tailor the email template appropriately and send it to the PIT members.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
	8.3 Plan, organize, and conduct PIT kick off meeting. 8.4.1 Determine best date and time for PIT to meet. 8.4.2 Reserve conference room. 8.4.3 Send Outlook invitation to participants. 8.4.4 Access PIT kick off meeting agenda model from the R: drive. 8.4.5 Using model as a guide, add/remove agenda items. 8.4.6 Conduct meeting according to agenda. 8.4.7 Document decisions and actions items in the meeting agenda. 8.4.7 Store meeting agenda and minutes in appropriate R: drive folder. 8.4.8 Complete PIT kick off meeting action items. 8.4.9 Send PIT kick off meeting minutes to PIT members.				
	8.4 Update RASCI, if necessary.				
9.0 Develop POAM	9.1 Access process development POAM model from R: drive.				
	9.2 Using the model as a guide, complete the POAM. Include information gathered during PIT kick off meeting.				
	9.3 Validate POAM with PIT.				
	9.4 Submit hard copy POAM to PMO leadership for approval.				
10.0 Approve POAM	10.1 Review POAM. If there is feedback, provide it to the Process Developer and wait for resubmission.				
	10.2 If there is no feedback, sign POAM and return it to the Process Developer.				
	10.3 Process Developer stores approved POAM. 10.3.1 Maintain a hard copy of the signature page(s) in a safe place. 10.3.2 Scan approved POAM into PDF format. 10.3.3 Name the file using the convention *Process_Name*_Process_POAM (e.g., ID_Stakeholders_Process_POAM). 10.3.4 Post file to the SharePoint approved documents folder in the appropriate project folder. Note: The POAM is a living document and will require a few updates during the course of this process. Maintain the Word version of the POAM in the R: drive for future updates.				
11.0 Define Process	11.1 Access process development RDD model from R: drive.				
	11.2 Plan, organize, and conduct process definition meeting. 11.2.1 Determine best date and time for PIT to meet. 11.2.2 Reserve conference room. 11.2.3 Send Outlook invitation to participants. 11.2.4 Access process define meeting agenda model from the R: drive. 11.2.5 Using model as a guide, add/remove agenda items. 11.2.6 Conduct meeting according to agenda using steps 11.3 – 11.8 below.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
	11.2.7 Document decisions and actions items in the meeting agenda. 11.2.8 Store meeting agenda and minutes in appropriate R: drive folder. 11.2.9 Complete process definition meeting action items. 11.2.10 Send process definition meeting minutes to PIT members.				
	11.3 Identify the trigger (what triggers the start of the process) and define the process boundaries by determining the start and stop points based on scope.				
	11.4 Refer to charter and define the purpose, goals and objectives of the process.				
	11.5 Identify the suppliers (what/who provides input to the process).				
	11.6 Identify inputs by determining the resources utilized by the process.				
	11.7 Determine the process outputs (what is created by the process).				
	11.8 Identify customers (receivers of the outputs of the process).				
	11.9 Complete RDD section 3.0. Note: This section maps to parts of PDD, section 4.0.				
	11.10 Store RDD in appropriate R: drive project folder.				
12.0 Gather Requirements	12.1 Access requirements elicitation tool from R: drive.				
	12.2 Research industry and government agency best practices for the process.				
	12.3 Tailor requirements elicitation tool, if necessary.				
	12.4 Use RASCI to determine who to involve in the requirements definition process and define their responsibilities. Note: It is recommended the Process Developer use one-on-one interviews and a group meeting to gather requirements.				
	12.5 Plan, organize, and conduct requirements gathering meeting. 12.5.1 Determine best date and time for PIT to meet. 12.5.2 Reserve conference room. 12.5.3 Send Outlook invitation to participants. 12.5.4 Access gather requirements meeting agenda model from the R: drive. 12.5.6 Using model as a guide, add/remove agenda items. 12.5.7 Conduct meeting according to agenda. 12.5.8 Document decisions and actions items in the meeting agenda. 12.5.9 Store meeting agenda and minutes in appropriate R: drive folder. 12.5.10 Complete gather requirements meeting action items. 12.5.11 Send gather requirements meeting minutes to PIT members.				
	12.6 Utilize requirements elicitation tool to gather requirements from all pre-identified stakeholders.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
13.0 Finalize RDD	13.1 Update RDD with requirements and make additional changes, if necessary.				
	13.2 Store RDD in appropriate R: drive project folder.				
	13.3 Submit RDD to PIT for approval.				
14.0 Approve RDD	14.1 PIT members review the RDD. If there is feedback, PIT members provide feedback to Process Developer and wait for resubmission.				
	14.2 If there is no feedback, Process Developer obtains signatures from all PIT members.				
	14.3 Submit hard copy RDD to PMO leadership for approval.				
	14.4 PMO leadership reviews RDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission.				
	14.5 If there is no feedback, PMO leadership signs RDD and returns it to the Process Developer.				
	14.6 Maintain the hard copy signature page(s) in a safe place, name the file using the convention *Process_Name*_Process_RDD (e.g., Develop_Charter_Process_RDD), and upload the MS Word document to the SharePoint approved documents folder.				
15.0 Design Process	15.1 Obtain the RDD from the SharePoint approved documents folder.				
	15.2 Plan, organize, and conduct process design meeting. 15.2.1 Determine best date and time for PIT to meet. 15.2.2 Reserve conference room. 15.2.3 Send Outlook invitation to participants. 15.2.4 Access process design meeting agenda model from the R: drive. 15.2.6 Using model as a guide, add/remove agenda items. 15.2.7 Conduct meeting according to agenda. 15.2.8 Document decisions and actions items in the meeting agenda. 15.2.9 Store meeting agenda and minutes in appropriate R: drive folder. 15.2.10 Complete process design meeting action items. 15.2.11 Send process design meeting minutes to PIT members.				
	15.3 Use the RDD and validate the process definition.				
	15.4 Map the activities needed to produce the desired output of the process. 15.4.1 Identify all the activities and decisions in the process. Note: It's best to use sticky notes or a white board. Visio is not recommended at this point. 15.4.2 Put activities in the logical sequence in which they are to be performed. Note: Represent each activity with a single block. Spread the block across swim lanes if necessary. 15.4.3 Validate initial process flow with PIT.				
	15.5 Identify inputs and outputs of each activity. Note: There may not be an input/output to each activity.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
	15.6 Perform value analysis. 15.6.1 Determine if activities are Value Added, Non-Value Added – Necessary, or Non-Value Added – Waste. 15.6.2 Eliminate Non-Value Added Waste activities and reduce Non-Value Added – Necessary activities.				
	15.7 Define procedures and work instructions (if necessary) for each activity.				
	15.8 Finalize process map. Note: Preferred flowchart is swim lane format.				
	15.9 Review final process map with PIT.				
16.0 Develop PDD	16.1 Access PDD model from R: drive.				
	16.2 Copy the data from RDD sections 3.1 - 3.7 into sections 4.1 - 4.7 of the PDD. List the activities of the process into PDD section 4.8. Copy the data from RDD sections 3.8 and 3.9 into PDD sections 4.9 and 4.10.				
	16.3 Document designed process in PDD. Make sure roles and responsibilities in the PDD reflect the swim lane roles in the process flowchart.				
	16.4 Store PDD in appropriate R: drive project folder.				
	16.5 Conduct a quick review with the PIT before proceeding, if necessary.				
17.0 Perform Requirements Verification	17.1 Obtain the RDD and PDD from the R: drive.				
	17.2 Requirements Verification: 17.2.1 Verify the newly designed process meets each requirement. 17.2.2 Put an X in boxes in the verified column of the requirements matrix section of the RDD. 17.2.3 If there are no issues meeting the requirements, go to the next step; otherwise, go to 18.0 – Requirements Met?				
	17.3 Print the completed RDD and replace the blank signature page with the signed one. Scan the final RDD into PDF format, name the file using the convention *Process_Name*_Process_RDD (e.g., Develop_Charter_Process_RDD), and post it to the SharePoint approved documents folder.				
18.0 Requirements Met?	18.1 If all requirements are met, proceed to 20.0 – Update POAM.				
	18.2 If a requirement is not met, proceed to 19.0 – PIT Agrees to Design?				
19.0 PIT Agrees to Design?	19.1 If PIT agrees to the design, update the RDD to reflect the changed requirement or remove it, if necessary. Then return back to step 17.2.				
	19.2 If PIT does not agree to the design, validate the requirement and go back to 11.0 – Define Process. Note: Depending on the situation, it may make sense to go back to 15.0 – Design Process. The farthest point back the Process Developer would need to go is 11.0 – Define Process.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
20.0 Update POAM	20.1 Update section 2.6 of the POAM with the approach to be used for conducting the pilot and the success criteria for the pilot.				
21.0 Approve Pilot Start	21.1 Submit PDD to the PIT for their approval to start the pilot.				
	21.2 PIT reviews PDD. If there is feedback, PIT provides feedback to Process Developer and waits for resubmission. If there is no feedback, PIT approves pilot start.				
	21.3 Submit hard copy PDD and any other applicable templates, tools, guidance, etc. to PMO leadership for their approval to start the pilot.				
	21.4 PMO leadership reviews PDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission. If there is no feedback, PMO leadership approves pilot start.				
22.0 Request Pilot Resources	22.1 Access pilot resource request email template from R: drive.				
	22.2 Tailor the email template appropriately and send it to appropriate Department Heads (if applicable), Deputies, and Directors to solicit for one or more eligible candidates to pilot the process.				
23.0 Provide Pilot Resources	23.1 Directorate leadership will review resource request and will provide the name of a pilot candidate via email response.				
	23.2 Update the POAM with the names of the pilot participants.				
24.0 Conduct Pilot	24.1 Access Welcome to the pilot team email template from the R: drive.				
	24.2 Tailor the email template appropriately and send it to pilot member(s).				
	24.3 Plan, organize, and conduct pilot kick off meeting. 24.3.1 Determine best date and time for pilot members to meet. 24.3.2 Reserve conference room. 24.3.3 Send Outlook invitation to participants. 24.3.4 Access pilot kick off meeting agenda model from the R: drive. 24.3.6 Using model as a guide, add/remove agenda items. 24.3.7 Conduct pilot kick off meeting to introduce pilot participants to process and go over success criteria and plan.				
	24.4 Pilot team performs the process.				
	24.5 Document pilot results in POAM.				
25.0 Pilot Success?	25.1 Determine whether pilot was a success by comparing results against success criteria.				
	25.2 If pilot was successful, finalize the POAM, print it and replace the blank signature page with signed one. Rescan the POAM and replace the file stored in the SharePoint approved documents folder. Proceed to 28.0 – Final PMO Review activity.				
	25.3 If pilot was unsuccessful, go to next activity: 26.0 – Minor Changes?				
26.0 Minor Changes?	26.1 Determine whether changes are minor, such as clarifications in the wording within the PDD. If changes are minor, proceed to next activity: 27.0 – Update PDD.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
	26.2 If more than minor changes are required, such as process redesign or improvement, go back to 11.0 – Define Process activity.				
27.0 Update PDD	27.1 Update the PDD with any minor changes made as a result of the pilot.				
28.0 Final PMO Review	28.1 Announce final peer review to the PMO team. Note: This review is a final quality check and is not meant to question content, design, etc.				
	28.2 Consolidate comments from the peer review.				
	28.3 Conduct collaboration meeting to review open comments, if necessary.				
	28.4 Finalize PDD and any supporting process specific tools/templates.				
29.0 Approve PDD	29.1 Submit PDD to PIT for approval.				
	29.2 PIT reviews PDD. If there is feedback, PIT provides it to Process Developer and waits for resubmission.				
	29.3 Process Developer changes the PDD cover page version number to the next whole number (e.g., 1.0, 2.0, etc.) and changes the date to the upcoming release date. Update the Document History section with the appropriate information.				
	29.4 Submit hard copy PDD to PMO leadership for approval.				
	29.5 PMO leadership reviews PDD. If there is feedback, PMO leadership provides feedback to Process Developer and waits for resubmission.				
	29.6 If there is no feedback, Process Developer emails the PDD to the PMO Director to convert to PDF format for electronic signature purposes.				
	29.7 PMO Director converts PDD to PDF format for electronic signature and returns it to the Process Developer.				
	29.8 Process Developer electronically signs PDD and sends to PMO Deputy Director for signature.				
	29.9 PMO Deputy Director electronically signs PDD and sends to PMO Director for electronic signature.				
	29.10 PMO Director electronically signs PDD and returns it to Process Developer.				
	29.11 Process Developer renames files accordingly: 29.11.1 Name the PDD using the convention Process_Name_Process (e.g., ID_Stakeholders_Process). 29.11.2 Name any process associated tools and templates using the convention PMO_Tool_Name (e.g., PMO_Requirements_ Elicitation_Tool).				
	29.12 Release content is frozen. No more modifications.				
	29.13 Move frozen PDD and associated tools/templates to SharePoint staging queue location. Publish the documents to the next whole version number (i.e., 1.0, 2.0, etc.), ensuring the SharePoint version number matches the document version number.				

Activity	Procedures and Work Instructions	✓	Date Started	Date Completed	Time to Perform Procedures
	29.14 Update activity checklist and notify PMO leadership it is available for them to document activities 30 and 31.				
	End Process Developer tasks.				
30.0 Release Prep	30.1. Determine release content no later than one week prior to release date.				
	30.2. Access POW announcement model and release letter email model from R: drive.				
	30.3. Using POW announcement model, create announcement and email to POW contact by COB Wednesday the week of the release.				
	30.4. Using release letter email model, create release email.				
	30.5. Verify production folder is established for release.				
31.0 Release	31.1. Copy PDD(s) and supporting process specific tools/templates from SharePoint staging queue folder to SharePoint production folder(s). Verify that files are checked in.				
	31.4. Update publication catalog.				
	31.5. Post updated publication catalog.				
	31.6. Test uploaded documents and access.				
	31.7. Send release email to COO or CO executive assistant for -SATX all distribution.				
	31.8. Move documents from SharePoint staging queue folder to SharePoint staging archive folder.				
	31.9. Update activity checklist and store in appropriate process folder on R: drive.				
	STOP (Process ends).				

Appendix C - Process Improvement Team Members

The following individuals represented their respective organizations in process design activities and participated in the development and review of this document.

Team Member	Representing (Team)
	PMO
	PMO
	PMO
	PMO
	PMO

Appendix D - Definitions

Metric	A performance measure.
Procedure	A step-by-step set of instructions that describe how to perform the tasks in a process.
Process	A collection of interrelated work activities that take a set of specific inputs and produce a set of specific outputs that are of value to a customer.
Sub-process	A logically grouped lower-level view of activities performed within a process.
Work Instruction	Detailed instructions that specify exactly what steps to follow to carry out an activity within a process. A work instruction contains much more detail than a Procedure and is only created if very detailed instructions are needed.

Appendix E - Acronyms

PIT	Process Improvement Team
PDD	Process Design Document
PMO	Program Management Office
POAM	Plan of Action and Milestones
RDD	Requirements Definition Document
RASCI	Responsible, Accountable, Sign, Consult, Informed
SME	Subject Matter Expert

Appendix F - Process Competence Assessment Checklist

Competence is defined as "a determination of an individual's capability to perform a process".

1. Indicate whether the performance element applies to the individual (**Required by Position**)
2. The individual must assess their own level of competence (**Self-Assessment Key**).

KEY: **1. LITTLE OR NO EXPERIENCE**
2. EXPERIENCE / KNOWLEDGE, BUT NEEDS REVIEW.
3. CAN PERFORM INDEPENDENTLY.

3. Once the individual has completed a self-assessment, the supervisor/preceptor will plan an orientation tailored to the individual's needs.
4. The individual's level of competence must be evaluated. The method of assessment is identified in the appropriate column. The various means of assessing an individual's competence are:

KEY: C = Course/Class or in-service completion.
D = Demonstration of the process to the supervisor/evaluator.
Q = Specific questions asked by the evaluator.
R = Return demonstration of the knowledge/skill by the orientee.
T = Test.
W = Observation of work performed by the individual.

5. The evaluator should provide a Competency Assessment for the listed performance elements, indicate that competency was demonstrated for each performance element and provide signature VALIDATION (Date and Initial) that the assessment was completed and that competence was demonstrated.
6. Initial assessment of all performance elements should be completed within the time frame of the directorates' specific orientation program.
7. The periodic assessment of ONLY "Critical Elements" should be completed on a scheduled frequency (i.e., quarterly, semiannually, annually) as deemed necessary by the directorate or PMO.

Staff Member:	
Process:	
Competency Start Date:	
Directorate/Department Assigned:	

Prior to use of process, the staff member should first review this competency and enter a self-assessment (SA) code using the key shown. The supervisor should review, then evaluate and plan the orientation with the orientee.

KEY:

1. **LITTLE OR NO EXPERIENCE**
2. **EXPERIENCE / KNOWLEDGE, BUT NEEDS REVIEW**
3. **CAN PERFORM INDEPENDENTLY**

At the completion of this competency the staff member will demonstrate the necessary knowledge to complete this process.

Performance Criteria	**References**	**Required by Position**	**Requires Annual Review**	**Self Assessment Key**	**Method of Assessment by Evaluator**	**Competency Assessment & Annual Review. Validation by:**		
					Date/Type	**Date/ Initial**	**Date/ Initial**	**Date/ Initial**
1.0 Develop Process – Process Developer is able to initiate and successfully execute the Process Development Process and generate an efficient and effective PDD	The ITSM Process Design Guide	✓	✓					

Process Developer Signature	Date
Process Manager Signature	Date
Process Owner Signature	Date