

## Tools for LARGE Businesses

Level 3 Question 8: Do we have an annual process for a thorough assessment/audit of our processes

<b>Title</b>	Process Review and Governance model
<b>Why</b>	As your company grows, the number of processes increase drastically and the get distributed to many locations. This may reduce transparency and consistency across the value chain.
<b>What</b>	In order to govern the whole process landscape, an annual review process is useful, as it gives you the opportunity to name key process responsables, which in turn are responsible for assuring that processes are mapped, updated, and continuously improved. Also, people needs to be trained an capable of operating the processes in a consistent way.
<b>How</b>	<p>Key Steps:</p> <p>Current state</p> <ol style="list-style-type: none"><li>1. Process overview: Tasks and challenges</li><li>2. Process MAP (high level)</li><li>3. Roles and responsibilities</li><li>4. Process maturity overview</li></ol> <p>Future state</p> <ol style="list-style-type: none"><li>5. Ambition and breakthrough targets</li><li>6. Future process and implementation initiatives</li><li>7. Governance structure</li><li>8. Implementation plan</li></ol>
<b>Template</b>	See next pages

# Process Review

Process: XX

- In control
- Minor challenges, that can be handled within team
- Major challenges that need intervention

<div></div> <div>Process Conclusion</div>	...				
<div></div> <div>Process Governance and maturity</div>	...			<div><div></div><div>Process governance roles in place</div><div></div></div> <div><div></div><div>Process description and interfaces</div><div></div></div> <div><div></div><div>Strategy and risk managed</div><div></div></div> <div><div></div><div>Process performance</div><div></div></div> <div><div></div><div>Training and change management</div><div></div></div>	
<div></div> <div>Key performance indicators</div>	...			<div><div></div><div>People</div><div></div></div> <div><div></div><div>Service/delivery</div><div></div></div> <div><div></div><div>Quality /Compliance</div><div></div></div> <div><div></div><div>Cost</div><div></div></div>	
<div>Key Challenges</div>	....		<div>Improvement activities</div>	1. 2. 3. ...	
			<div>Business Impact</div>	...	

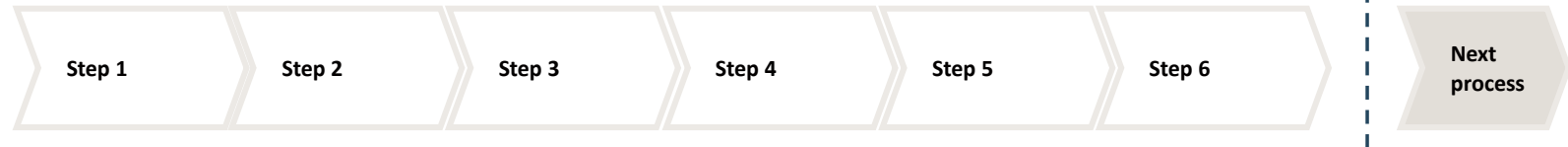
# Overall process MAP



## Roles and responsibilities:

### RACI Roles

- Accountable: P&L owner
- Responsible: Execution of tasks, maybe only certain tasks in process step
- Consulted: Involved in final decision
- Informed: Informed via email



## Roles

[illegible]

# Review of process maturity level – XXX process

Maturity level	Overall maturity delivery				
<b>5</b> <b>Optimised and excellent</b> The process is perceived as excellent and continuous improvement of the process is automated.	Process governance effective and efficient	Best practice achieved	Sustainable process excellence ensured	Process performance excellent	Training and OCM focused on business need
<b>4</b> <b>Standardised</b> The process is uniform across Alvogen and operates smoothly and efficiently.	Process governance anchored across the company	Process aligned across the company	Strategy and risk management aligned across the company	KPIs aligned across the company	Training and OCM focused on impact
<b>3</b> <b>Managed</b> The process is managed, including relations to interfacing processes and local implementations of the process.	Process interfaces governed	Process input and interfaces managed	Interfacing strategies and risks reflected	KPIs measured and acted upon	Training and OCM focused on result
<b>2</b> <b>Established</b> The process is established within all maturity elements.	Process governance roles trained and active	Process mapped and described	Process strategy and risks defined	KPIs drafted and measuring started	Training and OCM focused on target group and content
<b>1</b> <b>Initial</b> Baseline for managing the process has been established and documented.	Process governance roles levels 1-2 implemented	Process key activities identified	Process strategy and risks not defined	Process KPIs not defined	Training performed case by case
	Governance	Process description and interfaces	Strategy and risks	Performance	Training and OCM*

<div></div>	Current level	<div></div>	Target level
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## Remarks on review

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