SFJPSG2.2.5
Manage business processes

This unit is about managing business processes to make sure the organisation delivers outputs that meet customers' needs and stakeholders' needs, and organisational and legal requirements.

This unit should be used in conjunction with your organisation's own leadership behaviours.

It reflects best practice within aspects of the PSG skills for policy delivery, and in particular to aspects of `Policy Delivery'.

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Performance criteria

You must be able to:

P1   design processes that deliver outcomes based on organisational goals and aims

P2   ensure processes and resources are sustainable and effective in their use

P3   identify and provide the resources you need

P4   take account of influences that may affect and shape how processes work

P5   link processes so that they interact across the organisation to form a complete system

P6   provide information and support for staff and other stakeholders involved

P7   define process responsibilities

P8   develop process measures that are affordable and provide enough information for people to decide how to manage the process

P9   establish and use effective methods to review and improve the process

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Knowledge and understanding

General knowledge and understanding

You need to know and understand:

K1 principles and models of effective process management
K2 how to define business processes
K3 types of business process measures and how to assess their suitability
K4 how to ensure processes and resources are sustainable and effective in their use, and the importance of doing so
K5 the difference between process outputs and outcomes
K6 how to assess process changes for risk and reward against their potential investment cost
K7 how to carry out cost and benefit analysis
K8 types of analytical and problem-solving tools that you can use when developing business processes
K9 how to measure the effect of changes in the business process

Government specific knowledge and understanding

You need to know and understand:

K10 the sector and market in which your organisation works
K11 relevant sector trends, developments and competitor performance that affect your business processes

Context specific knowledge and understanding

You need to know and understand:

K12 your organisation's aims and goals
K13 your organisation's structure, values and culture
K14 how your organisation adds value through delivering its products, services and processes
K15 the needs of your actual and potential customers and other key stakeholders
K16 your organisation's products, services and processes and the interdependencies between them
K17 measures of process performance that are relevant to your organisation.

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Additional Information

Behaviours

1   You keep people informed of plans and developments
2   You clearly agree what is expected of others and hold them to account
3   You take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks
4   You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
5   You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
6   You focus personal attention on specific details that are critical to achieving successful results
7   You identify systemic issues and trends and recognise their impact upon current and future work
8   You take opportunities when they arise to achieve longer-term aims

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Developed by	Skills for Justice
Version number	1
Date approved	July 2009
Indicative review date	July 2011
Validity	Current
Status	Imported
Originating organisation	MSC
Original URN	MSC F3
Relevant occupations	Public Services; Government and Related Organisations; Public Service and Other Associate Professionals
Suite	Professional Skills for Government (PSG)
Key words	Business Process, Stakeholders, Policy, Delivery, PSG