

## Overview

This standard is about managing business processes. You identify organisational outputs and engage stakeholders in managing business processes. You design processes and identify the resources required to support them, making links between teams to create a complete system. The standard includes defining individual roles and responsibilities, providing training and support, and considering the factors that may affect how business processes work. You also develop and implement measures to monitor the processes, planning and implementing improvements when required.

This standard is for all managers and leaders.

## Performance criteria

### *You must be able to:*

1. identify your organisation's outputs to meet customer and stakeholder needs
2. engage employees and stakeholders in managing business processes
3. design business processes that deliver outcomes in line with organisational strategy
4. identify the resources required for business processes
5. secure the resources required for business processes
6. assess business processes to ensure they make effective, efficient and sustainable use of resources
7. identify and take account of factors that may affect how business processes work
8. link business processes so that they interact across the organisation to form a complete system
9. define employees' roles and responsibilities within business processes
10. identify the training, support and supervision requirements for teams and employees
11. provide training, support and supervision to enable employees to carry out their defined roles and responsibilities
12. develop measures to manage business processes effectively
13. implement measures to manage business processes effectively
14. review business processes at regular intervals, and in light of changes in customer needs or organisational strategy
15. identify how the processes can be improved
16. plan improvements to business processes
17. implement improvements to business processes
18. follow the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out to manage business processes

## Knowledge and understanding

*You need to know and understand:*

### **General knowledge and understanding**

1. how to engage employees and other stakeholders in managing business processes.
2. the principles and models of effective process management and how to define business processes
3. the types of business process measures and how to assess their suitability
4. how to calculate the resources needed for business processes
5. how to ensure processes and resources are sustainable and effective in their use, and the importance of doing so
6. the difference between process outputs and outcomes
7. how to assess process changes for risk and return against their potential investment cost
8. how to carry out cost-benefit analyses
9. types of analytical and problem-solving tools that you can use when developing business processes
10. how to evaluate the business processes
11. how to measure the effect of changes in the business process

### **Industry and sector specific knowledge and understanding**

12. the relevant sector trends, developments and competitor performance that affect your business processes
13. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out to manage business processes

**Context specific knowledge and understanding**

14. your organisation's aims, goals, structure, values and culture
15. how your organisation adds value through its products, services and processes
16. the needs of your actual and potential customers and other stakeholders
17. the employees in your organisation, their roles and responsibilities, competences and potential in relation to business processes
18. your organisation's products, services and processes, the interdependencies between them and measures of performance

## Skills

1. Analysing
2. Assessing
3. Communicating
4. Influencing
5. Information management
6. Involving employees
7. Monitoring
8. Negotiating
9. Persuading
10. Presenting information
11. Prioritising
12. Problem solving
13. Reviewing
14. Thinking creatively
15. Thinking systematically

INSML044

Manage business processes



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