1-Bayan:

 Processes have become the center stage for present-day competition. Organizations have realized that efficiency, quality, and service need to be incorporated into processes. Cost reduction, as well as quality improvement, is a major concern for organizations since they create a competitive advantage. The business environment has changed with process management becoming a crucial tool for increasing the performance of organizations. Processes orientation gives room for an overview of the general processes which reveals any deficiencies in the organizations and offers possible remedies. In order for process orientation to be better adapted in an organization, process governance has to be established. Governance integrates processes into an organization's workflow by providing the workforce with a common vision.

Process performance measurement is a characteristic of process-oriented organizations. The holistic quantification of process performance gives more focus to results that affect the consumers (Hammer, 2001). The processes are measured to gauge their performance, which exposes points of correction that can make them more effective. Measurement allows management to understand how efficiently a process is performing and to keep up with its progress (Hammer, 2001). Measurement is a way of evaluating the validity of a process idea and ascertaining whether it fulfills its purpose in the organization. Measurement allows the workforce in these organizations to care more about the process.

Process governance provides ease of the transition process by providing guidelines that direct employees towards the intended goal. Leadership is an example of a process governance strategy. A commitment by top management to see a process idea is adopted by the organization ensures it a success (Hammer, 2001). Leaders provide the workforce with guidance and help them understand the need for transformation and working together with the employees allows them to monitor the process (Long, 2012). Having this leader on the ground allows them to govern the strides being made by the process and indicate points of correction.

References:

Long, K. (2012). A Global Approach to Process Governance: Commentary: Business Rules Community / Business Rules Journal. Retrieved from http://www.brcommunity.com/articles.php?id=b643

M. Hammer, “The Process Enterprise: An Executive Perspective,” (White Paper. Hammer and Company 2001)

2-Rose:

In the article by Hammer and Stanton (1999), the characteristic that struck me as being most essential was the change in management style needed to run a process organization. Of interest was that managers now needed to work more collaboratively with each other as well as with the employees.  I think the role of the process owner having to work with multiple managers to get the process moving can also be a challenge.  The solution that Duke power developed was the "decision rights matrix" (p. 113). By clarifying the roles of each member of the team, communication improved.

In the School of Nursing, we work in a shared governance model.  Any major changes are voted on by the entire faculty.  The faculty own the curriculum and therefore the Dean nor administration can make any changes without input.  I think the place where a governance structure could help is in curriculum revision and development of new programs.  In our current structure, if there is a need  to change  undergraduate (UG)  curriculum, we first have a open workshop that the faculty attend. It is usually the UG faculty.  From this workshop, the change is developed and then presented to full faculty for a vote. The same process is true at the graduate level.  What would probably be more helpful is to have a standardized process which looks at the curriculum on a continuum.   We work now more in a silo approach. As Hammer said in his example of Duke Power, the directors often feel like rivals fighting for resources.  With a process mindset, we could be more collaborative.

Hammer, M. & Stanton, S. (1999). How process enterprise really work. Harvard Business Review. 108-118.

3-Na'shaun:

Process governance is the mechanism for creating the rules and standards by which Business Unit Managers interact with Process Managers (Benedict & Bilodeau, 2013, p.356). It must be based on agreement among the business managers involved in any specific change project (Benedict & Bilodeau, 2013, p.358). To provide governance in an organization, it is important to have a common, standardized view of processes (Benedict & Bilodeau, 2013, p.358). Organizations must have a clear governance structure to provide leadership and clarify decision-rights (Benedict & Bilodeau, 2013, p.329).

A process oriented organization measures what matters to companies (Benedict & Bilodeau, 2013, p.314). One characteristic of a process oriented organization is having a process culture in which a business’s processes are known, agreed on, communicated, and visible to all employees (Benedict & Bilodeau, 2013, p.320). Having a process governance in consulting can help to insure that an organization engages in compliance checks, uses quality metrics, and follows organizational standards and guidelines. For example, because we are funded by the commonwealth of Pennsylvania, the SBDC has to follow a certain set of standards and guidelines. A process governance, in this case, can ensure that the SBDC consultants and executives agree on what measurements are essential, and which ones are not. It can also ensure that there is a standardized view across all levels that engage in the SBDC’s processes.

Reference

Benedict, T. & Bilodeau, N. (2013). BPM CBOK Version 3.0: 1st edition.

4-Nicholas:

Process governance is an essential aspect of the successful implementation of process change. The journey that an organization takes to implement process governance can be as important as the concept itself. (Long) The textbook defines process governance as the mechanism for creating the rules and standards by which business unit managers interact with process managers (Benedict & Bilodeau 2013). It is also mentioned in the text that organizations must have clear governance structure in order to provide leadership and clarify decision making rights (Benedict & Bilodeau 2013).

Going into the public accounting field there is a significant importance placed on process governance both within and through the services that we provide as a firm. On the interior There are countless sign-offs and checkpoints in the audit process. Throughout there are certain parts that are designated responsibilities to certain level employees. Also there are internal controls for each process where different departments and team provide oversight to other teams within the same service line. Then on the exterior auditors in essence are there to monitor processes and evaluate process governance for the companies that they are working for. This is intriguing the way that as auditors we are constantly on both sides of the governance.

References

Benedict, T. & Bilodeau, N. (2013). BPM CBOK Version 3.0: 1st edition.

Long, K. (n.d.). A Global Approach to Process Governance : Commentary : Business Rules Community / Business Rules Journal. Retrieved from <http://www.brcommunity.com/articles.php?id=b643>

5- Meshack:

Characteristics of a process oriented organization are as follow:

* Designing and documenting their business process
* Management supporting the process
* Process owners
* Process performance measurements
* Process oriented corporate culture

Process governance: It has the goal of optimizing business processes and workflows related to governance, compliance, and risk management, whether internal, external, or both. Priorities are set, tools are implemented, and leaders are put in place to create more effective processes. Governance creates a system of continual improvement by setting in place a team or teams who oversee what is and what is not working within an enterprise. These teams can include frontline staff, management, IT, and others to create a robust feedback loop.

Interning at a few companies (universities, hospitals etc.) I believe process governance made each company more process oriented. Working in both accounting and human resource departments (separately) it's evident much importance is placed on process governance through the contribution each makes to the company. Internally both departments have checks and balances to decrease error. Although these departments hardly work together a task they usually collaborate on is payroll. During this collaboration both have different checkpoints yet the goal is the same (for everyone to get paid).  For example, in accounting their is usually one or two persons responsible for payroll. This person(s) will not handle any other task and only report to the director/VP. In human resource there same principle is ally applied as only one person handles payroll processes. Ultimately, processes governance adds much value to both industries above.

References:

Benedict, T. & Bilodeau, N. (2013). BPM CBOK Version 3.0: 1st edition

BP Logix. “What Is Business Process Governance Definition.” *BP Logix*, 2 Jan. 2018,

Business Process Orientation.” *Business Process Orientation: A Blog on Business Process Management and Process-Oriented Organizational Design*, 4 Sept. 2009

6-Man:
Process governance could make an organization to meet its needs. Governance model focuses are organizational processes. Some key elements are involved(Rafael Paim & Raquel Flexa)

Decision-Making Models;

Management Models;

Introduction and Implementation;

Sponsorship; Organizational Design;

Budget;

Roles and Tasks;

Rewards;

Design Cycle;

Organization Goals;

Monitoring and Control;

Performance Evaluation.

One good example is organization's financial budgeting. It is very powerful leverage tool for process governance. If the purpose is sales focus, sales and marketing may get higher budgeting ratio. If organization focus on customer experience, budgeting will increase in customer service section.

reference:

Rafael Paim & Raquel Flexa Process Governance: Definitions and Framework, Part 1 BPTrends ▪ November 2011

7-Susan:

**The Process Enterprise**

One characteristic of a process-oriented organization is to have essential teams.  Hammer states, “All people involved in performing a process must recognize that their individual efforts can only be successful when integrated with those of their team-mates.  Teams must be charted and established as the organization’s basic work unit, and all the people in a team must know and identify with each other” (Hammer, 2001, pg. 7).

**Process Governance**

A process governance could help my organization by providing some consistency amongst department processes.  Currently, all departments work together and communicate, however the processes in which they maintain student files are different.  Some secretaries keep electronic and paper files, others keep strictly paper.  Also, what they keep in the files is not all the same information. There needs to a governance that can provide structure to the processes amongst the departments.  "Organizations must have a clear governance structure to provide leadership and clarify decision-rights to enable cross-functional and departmental process improvement or management programs to succeed" (ABPMP, 2013, pg. 329).

References

ABPMP. “BPM CBOK. Version 3.0 Guide to the Business Process Management Common Body of Knowledge”, Third Edition, San Bernardino, CA 2013.

Hammer, M. 2001. “The Process Enterprise: An Executive Perspective”. Hammer and Company.

8-Sahar:

   Process oriented organizations aim to facilitate, enhance and execute processes. It involves organization of business processes in relation to time, cost, quality and the distribution of tasks in manner that does not interfere with the organizational structure and process flow (Becker, Kugeler & Rosemann, 2003). A focus on process provides immense benefits to an organization while also offering a competitive advantage especial in today’s evolved business practices. The efficiency of implemented processes relies on process governance as a way of consolidating process management initiatives through standard rules and guidelines directing them towards a shared goal (Becker, Kugeler & Rosemann, 2003). Alack of governance makes the transition process into a new process difficult for an organization and the workforce.
​           One of the characteristics of a process-driven organization is that management supports the process program. When a process model fails to receive backing from top executives in an organization, it is sure to fail. For a process idea to unleash its full potential, management needs to work with the employees every step of the way and show them that the transformation is not only for the benefit of the organization but also for them.
​Process governance allows an organization to become more process focused. An example of process governance is instituting a system of encouraging attitudes and behaviors required by process work. It includes implementing a team work policies among the workforce that make them take charge of their action instead of assigning blame to others (Hammer, 2001) The employees need to develop a culture that makes customers a priority and as such, they work towards customer satisfaction. Top leadership bears the responsibility of implementing proper communication and a value system that that ensures performance. By building this culture among the workforce, an organization becomes better process focused and successful.
                   References
Becker, J., Kugeler, M., & Rosemann, M. (2003). Process management. Berlin: Springer.

M. Hammer, “The Process Enterprise: An Executive Perspective,” (White Paper. Hammer and Company 2001)