



**DIGILEAF INC.**  
*Leading Excellence Among Fellows*

# Certified Business Process Specialist

The Certified Business Process Specialist performs process analysis, design and documentation. Works as a liaison among stakeholders in order to elicit, analyze, communicate, and validate process requirements. It is developed in line with the quest to achieve standardized competency levels of the Business Process Specialist.

This Certification Program is designed for individuals having responsibilities in the following areas: Identification of Problem Areas/Business Opportunity, Process Analysis, Process Design, Process Documentation, Process Requirements Elicitation, Process Requirements Analysis, Process Requirements Communication.

The knowledge areas contained in the curriculum is a combination of the knowledge areas in the Business Analysis Body of Knowledge (BABOK) of the International Institute of Business Analysis (IIBA) and knowledge areas in the Certified Quality Process Analyst (CQPA) of the American Society for Quality (ASQ).

## Course Curricula

### **Total Duration: 10 Training Days**

1. Essentials of Process Management – 2 days
2. Root Cause Analysis and Risk Management Techniques – 1 day
3. Systematic Problem Solving – 2 days
4. Using Quality Tools – 2 days
5. Policy Development and Management – 2 days
6. Documenting Business Rules – 1 day



## Essentials of Process Management

This course opens up the world of process orientation and process improvement. It discusses the principles and applications of process analysis, design, and development. This course covers the techniques and methods to fully equip anyone who will be involved in problem solving or process improvement initiatives. This course also includes the discussions of best practices contained in eTOM, which can be used as basis for process design and improvement efforts.

### Training Objectives

At the end of the course, the participants will be able to:

1. Determine appropriate process management approaches.
2. Use best practices in process analysis, design, and documentation.
3. Illustrate process maps.
4. Identify techniques for correcting or preventing problems.
5. Describe the eTOM Framework.

### Topics

- I. Introduction
  - a) Origins of Process-orientation
  - b) Definitions of Process-related Terms
  - c) Principles of Process Management
- II. Using SIPOCO
  - a) Elements of a Process
  - b) How to model a SIPOCO diagram
  - c) Uses of SIPOCO diagram
- III. Process Analysis, Design & Documentation
  - a) Techniques in Process Analysis
  - b) Process Model
  - c) Process Map
- IV. eTOM Foundations
  - a) eTOM Definitions and Usage
  - b) Change Management
  - c) Incident Management
  - d) Problem Management
  - e) Fault Management
  - f) Configuration Management
  - g) Accounting Management
  - h) Performance Management
  - i) Security Management
- V. Problem Solving Concepts
  - a) Persistent vs. Isolated Problem
  - b) Types of Quality Problems
- VI. Introduction to Problem-solving Methods
  - a) Solving Process-related Problems
  - b) Meaning of a Lean Process
  - c) Applying Kaizen in Process Improvement
  - d) Mistake Proofing the Process (Poka-Yoke)

**Duration** 2 days



# Root Cause Analysis and Risk Management Techniques

The missing link between a problem symptom and the solution is the mere questioning of WHY. This course provides the thought process that solving a problem is not tantamount to putting a bandage now and be at mercy that it will not recur. This course puts emphasis towards that missing link: Root Cause Analysis. This will provide ways of understanding how to identify right process-centric root causes, separating them from grievances and administering teams to provide relevant and unbiased insights towards the source of the problem. Moreover, the course will also cater to cases where there is minimal to no room for failure. In such case, risk management is proper to identify potential failure mode just before the process has started. Thus this course will equip the individuals the foundation as to how to act before the problem begins and when it begins

## Training Objectives

At the end of the course, the participants will be able to:

1. Discuss in teams to ideate potential drivers of problem.
2. Apply techniques in identifying potential root causes and true root causes of problems.
3. Illustrate root causes using diagrams and visual representations.
4. Apply techniques in safeguarding processes or projects to prevent or detect problems that may arise in given situations.

## Topics

- I. Root Cause Analysis Roadmap
  - a) ISO Clause 8 on the need for Data Analysis and Corrective/Preventive Action
  - b) Understanding  $Y = f(x)$  Thinking
  - c) Differentiation of Symptoms from Root Causes
  - d) Guidelines and Pitfalls in Identifying Root Causes
- II. Root Cause Identification Techniques
  - a) The 5 Why's
  - b) Why Tree
  - c) Fishbone Diagram
  - d) Affinity Diagram
  - e) Interrelationship Diagram
- III. Risk Management Context
  - a) Risk Management Roadmap
  - b) Risk Treatment Planning
- IV. Risk Management Technique: Failure Mode and Effects Analysis (FMEA)

**Duration** 1 day



**DIGILEAF INC.**  
*Leading Excellence Among Fellows*

## Systematic Problem Solving

Recognition for structured problem solving is critical in a world where information is highly accessible and the losses that accompany failure are even more devastating.

Simple problems fit into a linear (straightforward) problem solving model while complex problems have multiple and complex components and variables, difficult to define, data is not readily available, and there are no known solutions or easily applied rules of thumb for solving the problem.

### Training Objectives

At the end of the course, the participants will be able to:

1. Describe the stages/phases in solving problems.
2. Identify appropriate problem solving methodology depending on problem type.
3. Use problem solving techniques at each state of the problem solving state/phase.

**Duration** 2 days

### Topics

- I. Problem Taxonomies
- II. Types of Quality Problems
  - a) Conformance
  - b) Unstructured Performance
  - c) Efficiency
  - d) Product design
  - e) Process design
- III. How to Solve a Problem
- IV. Problem Solving Methods
  - a) RCCA
  - b) PDCA
  - c) JDI
  - d) DMAIC
  - e) LEAN
- V. Expanded Problem Solving and Decision-making Process
- VI. Creative Problem Solving using TRIZ



**DIGILEAF INC.**

*Leading Excellence Among Fellows*

## Using Quality Tools

This course discusses the practical applications of various quality tools used by quality professionals/process specialists. This course provides practical guidance on how to select appropriate tools and when to use them. This course will show how to align the types of quality tools depending on the level of quality maturity of an organization.

### Training Objectives

At the end of the course, the participants will be able to:

1. Create chart/graph/diagram as specified in each tool category.
2. Identify appropriate quality tools to be used in problem solving.
3. Perform analysis and interpretation of each chart/graph/diagram.

### Topics

- I. Introduction to Quality Tools
- II. Categories of Quality Tools
  - a) Seven Basic Quality Control Tools
  - b) Seven Management Tools
- III. Seven Basic Quality Control Tools
  - a) Flowchart/Process Map
  - b) Cause-and-Effect Diagram
  - c) Checksheets
  - d) Pareto Chart
  - e) Scatter Diagram
  - f) Histogram
  - g) Control Chart
- IV. Seven Management Tools
  - a) Affinity Diagram
  - b) Interrelationship Digraph
  - c) Matrix Diagram
  - d) Priorities Matrix
  - e) Activity Network Diagram
  - f) Tree Diagram
  - g) Process Decision Program Charts

**Duration** 2 days



**DIGILEAF INC.**

*Leading Excellence Among Fellows*

## Policy Development and Management

This course is designed to explain a framework in writing policies/procedures to help policy owners organize their written documentation and to act as a resource as they navigate the approval process. This course is a “how to” guide helpful for those who are responsible in formulating, documenting new policies/procedures or maintaining existing policies/procedures.

### Training Objectives

At the end of the course, the participants will be able to:

1. Write policy statements using standard constructs.
2. Apply techniques in writing & reviewing policy/procedure documents.
3. Explain the roles and responsibilities in policy/procedures design
4. Apply the process in designing effective policies/procedures.
5. Tailor a policy framework to meet business needs.

**Duration** 2 days

### Topics

- I. Foundation Setting
  - a) Definition of Terms
  - b) Characteristics of Good Policies/Procedures
- II. Policy Framework
- III. Architecting Policies – Looking at the bigger picture
- IV. Roles and Responsibilities Governing Policies/Procedures
  - a) Policy Owner
  - b) Policies/Procedures Writer
  - c) User
- V. Preparation Prior to Writing Policies/Procedures
- VI. The Writing Format – Setup and Design Decisions
- VII. Effective Writing
  - a) Usage of Word Meanings
  - b) Verb Tenses
  - c) Bias-Free Language
  - d) Inappropriate Word Selection
  - e) Composing Paragraphs
  - f) Grammar
  - g) Clear Meanings
- VIII. Editing Policies/Procedures
  - a) Editing your own work
  - b) The Editor Role
- IX. Forms and Forms Management
  - a) Knowledge about Forms
  - b) Objectives of Forms Management
- X. Competencies for Policies/Procedures Writers
- XI. Establishing Policies/Procedures Program
  - a) Policies/Procedures Design Process
  - b) Benefits of Using a Team for Policies/Procedures Work
  - c) Recommended Cross-Functional Team Membership
  - d) Policies/Procedures Review Process
- XII. Conducting Policy Gap Assessments
- XIII. Policy Improvements
- XIV. Sample Policies for various industries



**DIGILEAF INC.**  
*Leading Excellence Among Fellows*

## Documenting Business Rules

This course provides practical skills necessary to document business rules. Participants will learn how to identify and translate business goals and needs into business rules and derive data/information requirements.

### Training Objectives

At the end of the course, the participants will be able to:

1. Present the classification of business rules
2. Write business rules based on international standards and best practices.
3. Identify business areas where business rules are needed .
4. Explain how to communicate business rules in the organization.

### Topics

- I. Introduction
- II. Definition of Terms
- III. Requirements Viewpoints
  - a) Behavior
  - b) Dynamic
  - c) Structure
  - d) Control
- IV. Business Rule Classification
  - a) Term Rule
  - b) Fact Rule
  - c) Constraint Rule
  - d) Derivation Rule
  - e) Data Attribute Rule
- V. Relating Business Rules to Business Processes

**Duration** 1 day