

Improvement Science in a Minute

Ten Questions for Analyzing a Process



1	<p>How long does the process take?</p> <p>a) How long for each step? b) How long between steps?</p>
2	<p>Where does each step take place?</p>
3	<p>Who performs each step?</p> <p>a) Who, ultimately, has responsibility for performance of each step? b) What skills and capabilities are needed at each step?</p>
4	<p>In cases where people or products are changing location, how far is the journey between steps?</p>
5	<p>What is the financial cost of each step?</p> <p>a) For whom is there a cost (the system, the participant, etc.)?</p>
6	<p>How many steps are in the process?</p> <p>a) Are they all necessary?</p>
7	<p>Are the steps in the ideal order?</p>
8	<p>How many transfers occur in the process?</p> <p>a) Transfer points represent opportunities for variation to be introduced to a process or system.</p>
9	<p>Do delays occur in the process?</p> <p>a) At which step(s)?</p>
10	<p>Can you identify known bottlenecks in the process where the work of the process cannot proceed efficiently for some reason?</p>