

PROCESSES ASSESSMENT - IS rating

Creative commons by
Sustainableitarchitecture.com
Version Beta V57 – 2010 – May 18th

		Mark->	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
				1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
Criteria	Explanation								
Mastering Processes Knowledge									
PR-KN-01 Enterprise Process Architecture									
<i>For each question check one choice ONLY</i>									
<p>PR-KN-01-1 Processes classification</p> <p>Enterprise Process Architecture should rely on a shared processes classification</p> <p>This classification cannot benefit from a recognized standardization such as for Data (ref/master, transactional, business intelligence, etc.). Then the IS Rating Tool suggests a first level of classification that should be seen as the minimum to ensure</p> <p>Enterprise Process Architecture should be seen as a part of the Enterprise Architecture. It complements with the Enterprise Data Architecture and the Enterprise Rules Architecture.</p> <p>Most of the time, companies hold a good command of their processes map, by using disciplines such as City IT Planning or (in French term) "IS Urbanization". However, processes are too often documented and managed without taking care of underlying rules and data. This missing link with data and rules is a significant problem because the true value of processes depends on the quality of data and rules. To tackle this issue, the Enterprise Process Architecture must take into account the outcomes stemming from the Enterprise Data Architecture (Business Objects and their lifecycles) and the Enterprise Rules Architecture (organizational rules).</p> <p>By suggesting a classification of processes, the IS Rating Tool highlights how to align every type of process with data and rules.</p> <p>Caveats: as already stated in Data and Rules parts, the IS Rating Tool is focus on the Intrinsic Value(1) of Information System, not its use value or business value. It means that the Enterprise Process Architecture studied here doesn't deal with the quality of the organization (use value) and its financial added-value (business value). Only the intrinsic value is gauged, it means the knowledge management, the quality of governance functions available to manage processes, and the IT infrastructure</p> <p>(1) Before using the IS Rating Tool we invite you to find out the definition of IS Intrinsic Value and its differences with IS Use Value and IS Business Value (see our website).</p>	<p>Enterprise Process Architecture should rely on a shared processes classification</p> <p>This classification cannot benefit from a recognized standardization such as for Data (ref/master, transactional, business intelligence, etc.). Then the IS Rating Tool suggests a first level of classification that should be seen as the minimum to ensure</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>At the very least you should have a classification relying on these three types of processes:</p> <ul style="list-style-type: none"> - Core process: this is transversal process, spanning several business lines within the organization, and/or through external systems under the control of third parties. A core process is composed with steps orchestrating mainly processes. In certain context, a core process can also orchestrate micro-processes directly (see below). The core processes form the company's value chain - Process: this is internal process, the execution of which is limited to the scope of one business line only. A process is composed with steps corresponding to micro-processes, also called uses cases - Micro-process or use case: this is a working procedure defining an inseparable set of interactions between one actor and the system. A micro-process is always embedded within a process or a core process. <p>Micro-process (use case) is an atomic process. It means that its execution leaves the system in a stable organizational state. It involves one actor only.</p> <p>Core process and process are long-running processes. Their execution involves several actors, the coordination of which is ensure through a workflow mechanism (push / pull of users tasks)</p> <p>Even though this classification could be enriched differently from one company to another, it should be the basis to enforce. Other types could be added such as: value-chain, functional, calculation, IT, internal versus those related to business regulations, etc.</p>	
			No processes classification shared at the whole scale of the system. Every project reinvents its own classification	A processes classification is established at the whole scale of the system but applied to some first early adopters projects only	A processes classification is established at the whole scale of the system and applied to less than 20% of new developments	A processes classification is established at the whole scale of the system and applied to 50% of new development at least, including third parties developments. It means that your RFP enforce your processes classification as a requirement to meet	Full shared classification of processes enforcing core process, process, and micro-process (set of activities) for every project and third party development. It means that your RFP enforce your processes classification as a requirement to meet	Main criteria to be considered for rating: shared processes classification, enforcement scope, using within RFP	

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Criteria	Explanation		1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-KN-01-2 Transversal organization formulation (value chain) This is the higher description of the organization, most of the time it allows for describing strategic goals related to the company's value chain. Be cautious to not confuse this with the "company's raison d'être" which is defined in the Enterprise Data Architecture part: - "company's raison d'être" is related to the business strategy formulation. It means rules defining the core business without any organizational issues (see BR-KN-01-2) - company's value chain describes what are the goals of the company applied over its core business: customer effectiveness, cost reduction, HR incentives, stakeholders communication, etc.</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The transversal organizational formulation relies on the core processes description. These processes handle organization rules that should be managed as described in the Enterprise Rules Architecture (see BR-KN-01-3 Organizational strategy formulation)

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Criteria	Explanation	Mark-> weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
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			Core processes are not distinguished from processes existing within business lines. Therefore the company's value chain is not well-described and documented. The transversal point of view of the information system is not well-known	Core processes are well-documented but without a real linking to the Enterprise Architecture. It means that core processes are not aligned with processes existing within business lines (as defined by the Enterprise Process Architecture) and not aligned with organization rules (as defined by the Enterprise Rules Architecture). It means that the company's value chain description is not linked to the business lines' processes. Therefore, this value chain could be a body of theory and not a reality. The auditability of this value chain over time remains difficult	Core processes are well-documented. They are linked to the Enterprise Process Architecture to retrieve processes existing within business lines. They are also linked to the Enterprise Rules Architecture to manage knowledge about organizational and security rules. But it is applied to less than 20% of the transversal organization formulation. It means that the company's value chain description is not really linked to the business lines' processes. Therefore, this value chain could be a body of theory and not a reality. The auditability of this value chain over time remains difficult	Core processes are well-documented. They are linked to the Enterprise Process Architecture to retrieve processes existing within business lines. They are also linked to the Enterprise Rules Architecture to manage knowledge about organizational and security rules. It is applied to 50% at least of the transversal organization formulation. It means that the company's value chain description is partially linked to the business lines' processes. Limited to the scope of the description, it becomes easier to audit and measure this value chain over time	Core processes are well-documented. They are linked to the Enterprise Process Architecture and Enterprise Rules Architecture at the whole scale of the system. It means that every core process is established as an orchestrator of processes within business lines, and a consumer of organizational and security rules, the knowledge of which is ensured by the Enterprise Rules Architecture. It means that the company's value chain description is fully linked to the business lines' processes. Thanks to this description, it is possible to audit and measure the value chain at the whole scale of the company over time	Main criteria to be considered for rating: description of core processes, linking to processes within business lines as defined by the Enterprise Process Architecture, linking to the Enterprise Rules Architecture, enforcement scope

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	<p>PR-KN-01-3 Business line organization formulation This is an intermediate description of the organization. It allows for describing internal goals for every company's business line</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The business line organization formulation relies on the processes description. These processes handle organizational rules that should be managed as described in the Enterprise Data Architecture (see BR-KN-01-3 Organizational strategy formulation).</p> <p>Most of the time, a process handles one main business object, the description of which is available through its lifecycle (DT-KN-03-1 Business Objects' lifecycles). To obtain a first conceptual version of the process, it is possible to upside down the business object's lifecycle. The outcome is a set of conceptual steps describing how the business object must be handled over time, regardless of any organizational choice.</p> <p>With the UML notation, the state machine which describes the business object's lifecycle is translated into an activity diagram with one swimlane. This swimlane represents a conceptual organization, it means an organization which would have one actor only.</p> <p>In doing so, it is easier to measure the discrepancies between the core business (defining by business objects and their lifecycles = "company's raison d'être") and the organization establishes with the business line organization formulation.</p>

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			Business lines' processes are not described in a formal way	Business lines' processes are described but without taking into consideration the assets coming from the Enterprise Rules Architecture to manage organizational and security rules and without taking into consideration the Enterprise Data Architecture to retrieve the business objects descriptions. It means that the business line organization formulation is not well-established. It could be not aligned with the data and the rules management. Auditability and measurement of the business lines' objectives and outcomes are rough	Business lines' processes are described by reusing assets stemming from the Enterprise Rules Architecture (organizational and security rules) and the Enterprise Data Architecture (business objects). But it is applied to less than 20% of the business line organization formulation. It means that the business line organization formulation is not well-established even if the knowledge management takes into consideration a global approach encompasses data, rules and processes. The enforcement scope (20%) is too low to be significant	Business lines' processes are described by reusing assets stemming from the Enterprise Rules Architecture (organizational and security rules) and the Enterprise Data Architecture (business objects). It is applied to 50% at least of the business line organization formulation. It means that the business line organization formulation is partially linked to the rules and data management. Limited to the scope of reusing data and rules assets, it becomes easier to audit and measure the business lines' objectives and outcomes	Business lines' processes are fully described by reusing assets stemming from the Enterprise Rules Architecture (organizational and security rules) and the Enterprise Data Architecture (business objects) at the whole scale of the system. It means that the company's business lines description is fully linked to data and rules assets. Thanks to this description, it is possible to audit and measure the objectives and outcomes of business lines in a secure and open to users way	Main criteria to be considered for rating: description of business lines' processes, linking to organizational and security rules (Enterprise Rules Architecture) and business objects (Enterprise Data Architecture), enforcement scope

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	<p>PR-KN-01-4 Activity formulation This is the more detailed description of the organization. It allows for describing concrete interactions between one actor and the system through uses cases (micro-processes)</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The activity formulation relies on the micro-processes description (a.k.a. uses cases). Every use case orchestrates a set of activities, it means an action between one actor and the system. These micro-processes must be aligned with business objects described in the Enterprise Data Architecture (see DT-KN-01-5 Unified Data Architecture). Indeed, every activity must interact with one and only one business object. Examples of activities within an insurance company: cancel an Accident, search for a Contract, select a Client, visualize the insured Guarantees, etc. It means that activities are streamlined and don't admit data duplications.</p> <p>The sequencing of a set of activities describes a micro-process or use case. Organization rules applied at this level are related to the piloting of the interaction between one actor and the system. They are not strategic as ones described at the level of the transversal and business line formulations. They are more operational</p>
				<p>Uses cases (micro-processes) are not described in a formal way. Every project reinvents its own approach to establish this knowledge.</p>	<p>Uses cases (micro-processes) are described in a formal way but without taking into account business objects coming from the Enterprise Data Architecture. It means that activities are not aligned with the data architecture, which could raise useless duplication of uses cases descriptions. Moreover, it could generate problems when describing business lines' processes as they must orchestrate well-defined uses cases</p>	<p>Uses cases (micro-processes) are described in a formal way and take into account assets coming from the Enterprise Data Architecture. It means that every activity handle one main business object. It is applied to less than 20% of the system</p>	<p>Uses cases (micro-processes) are described in a formal way and take into account assets coming from the Enterprise Data Architecture. It means that every activity handle one main business object. It is applied to 50% at least of the system</p>	<p>Uses cases (micro-processes) are described in a formal way and take into account assets coming from the Enterprise Data Architecture. It means that every activity handle one main business object. It is applied to the whole scale of the system</p>	<p>Main criteria to be considered for rating: description of uses cases, linking to business objects coming from the Enterprise Data Architecture, enforcement scope</p>

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PR-KN-02 Process modeling	<p>PR-KN-02-1 Processes notation Rather than a pure informal description of processes, using a well-recognized notation brings many benefits: encourages knowledge sharing, improve auditability, allows for automatically translating processes into runnable IT components</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>A unified and recognized notation should be used to define processes as described in PR-KN-01-1 Processes classification. Core processes and processes can be defined with help from a process flow diagram (activity diagram in UML or with other DSL such as BPMN - Business Process Modeling Notation). Micro-processes (uses cases) are better designed with help from state machine, as each use case represents a set of interactions between one actor and the system; indeed only one "swimlane" is required as only one actor is involved in the process. A "swimlane" is a visual element used in process design to show the behaviour of one actor. Last but not least, as processes handle business objects, it is more relevant to use a notation compliant with one used for the Enterprise Data Architecture. Most of the time, only the UML notation can support this unified view between Enterprise Processes Architecture and Enterprise Data Architecture</p> <p>In any case, this notation should be meaningful for all IS Stakeholders (not only IT specialists) and should be either IT runnable directly or easily translatable into runnable IT components</p>
		<p>Lack of a unified processes notation. It means that every project uses its own notation from pure informal descriptions to specific notations (DSL) or standards such as UML. Sharing the processes knowledge between projects is difficult because of discrepancies between processes descriptions</p>		<p>A first attempt to enforce a unified processes notation exists but limited to first early adopters projects only. The translation of these processes into runnable IT components is not available</p>	<p>A shared processes notation is applied to less than 20% of the system. The rest uses informal and heterogeneous representations. The translation into runnable IT components still remains very limited. The processes notation is not unified with one used for Enterprise Data Architecture (business objects and their lifecycles). It means that processes can be misaligned with business objects</p>	<p>A shared processes notation is enforced at a significant part of the system, at least 50%. Within this scope the knowledge sharing of processes is encouraged and the translation into runnable IT components is enforced when needed. The processes notation is unified with one used for the Enterprise Data Architecture (business objects and their lifecycles)</p>	<p>A shared processes notation is enforced at the whole scale of the system. Every project must use this notation to author their processes. A well-established procedure exists to translate processes into runnable IT components when needed. The processes notation is unified with one used for the Enterprise Data Architecture (business objects and their lifecycles)</p>	<p>Main criteria to be considered for rating: unified processes notation, ability to translate processes into runnable IT components, enforcement scope</p>	

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	PR-KN-02-2 Processes naming Every process must have a unique naming allowing its identification in an easy way	1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A unified processes naming should be enforced to support the knowledge sharing. It should follow the processes classification as defined in PR-KN-01-1 by enforcing code such as: COR (core processes), PRO (processes) and USE (micro-processes also called uses cases). Moreover, this naming should not include any specific code stemming from projects as reuse must be encouraged.
				Lack of a processes naming enforced at the whole scale of the system. It means that every project establishes its own processes naming, slowing down the knowledge sharing across projects	A first attempt to enforce a unified processes naming exists but limited to first early adopters projects only. This processes naming doesn't really follow the processes classification and concepts stemming from the Enterprise Architecture	A unified processes naming is applied to less than 20% of the system. The rest uses specific processes naming. The unified processes naming follows the processes classification and is aligned with concepts stemming from the Enterprise Architecture	A unified processes naming is applied to a significant part of the system, at least 50%. Within this scope the knowledge sharing of processes is encouraged. This unified processes naming follows the processes classification and is aligned with concepts stemming from the Enterprise Architecture	A shared processes naming is enforced at the whole scale of the system. This processes naming follows the processes classification and is aligned with concepts stemming from the Enterprise Architecture	Main criteria to be considered for rating: Unified processes naming, aligned with concepts stemming from the Enterprise Architecture, enforcement scope
	PR-KN-02-3 Organization and security rules applied to processes definitions Processes execute a lot of rules to deliver their added-values. These rules should be authored with help from the grammar and naming stemming from the Enterprise Data Architecture. It means that the Enterprise Process Architecture alignment with business objects and their	1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All data defining organization behaviours and security policies over your processes are unified and managed through the master data referential (MDM) so as to benefit from all business data governance features (see also data assessment)

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	inefficiencies is important to enforce a real knowledge management of processes across the whole system		Rules enforced by processes are not authored with help from the rules grammar and naming defined in the Enterprise Data Architecture. It means there is a significant misalignment between the Enterprise Process Architecture and the Enterprise Rules Architecture. The knowledge of processes is slowed down by a poor rules management	A first attempt to reuse rules authoring, naming and grammar is enforced but limited to first early adopters projects only. It means there is a significant misalignment between the Enterprise Process Architecture and the Enterprise Rules Architecture. The knowledge of processes is slowed down by a poor rules management	Rules enforced by processes are authored with help from the rules grammar and naming defined in the Enterprise Data Architecture, but applied to less than 20% of the system. The rest uses specific approaches which entail misalignment between the Enterprise Process Architecture and the Enterprise Data Architecture	Rules enforced by processes are authored with help from the rules grammar and naming defined in the Enterprise Data Architecture, and applied to a significant part of the system, at least 50%. Within this scope, the alignment between processes and data architecture is ensured, which is important to leverage the processes knowledge	Rules enforced by processes are fully authored with help from the rules grammar and naming defined in the Enterprise Data Architecture, and applied to the whole scale of the system. There is a real and full alignment between the Enterprise Processes Architecture and the Enterprise Data Architecture, which is a significant gain to support the knowledge of processes across the system		Main criteria to be considered for rating: Alignment with rules authoring and naming stemming from the Enterprise Data Architecture, enforcement scope
PR-KN-03 Ability to act	PR-KN-03-1 Funding A budget is established to support the Enterprise Process Architecture		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The decision to raise a funding is dependent on the ROI. Most of the time, companies are more willing to spend money on describing their core processes rather than their data and rules used across the whole system. It means that the knowledge of processes still remains rough as data and rules handled by processes are not sufficiently described. Therefore, the budget raised for the Enterprise Process Architecture should be aligned with budgets dedicated to the Enterprise Data Architecture and Enterprise Rules Architecture. It means that executive managers should have a better understanding of the benefits targeted through the Enterprise Data Architecture and Enterprise Rules Architecture. When budget applied to Enterprise Process Architecture is not aligned with rules and data management, it means that the processes knowledge is rough and not aligned with the reality of IT systems that run data and rules.
			No real budget dedicated to Enterprise Process Architecture	Partial Enterprise Process Architecture budgets are identified depending on projects requirements related to the processes management	A budget is established to support Enterprise Process Architecture but applied to less than 20% of the system	A budget is established to support Enterprise Process Architecture, applied to 50% of the system at least	A budget is established to support Enterprise Process Architecture at the whole scale of the system	Main criteria to be considered for rating: complete budget, scope enforcement	

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	<p>PR-KN-03-2 Replacement value Ability of your organization to (re)author processes from scratch (blank page).</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The replacement value must be gauged regardless of any financial issue. You must estimate it without any limitation as this is a theoretical assessment only. However when answering this question you have to provide detailed information explaining your score. When processes documentations are up-to-date and teams have a good command of processes modeling procedures then your score is high. Conversely, when it is difficult to gather the knowledge of processes because of poor documentations and/or lack of specialists in processes authoring, then your score should be decreased.</p>
			The effort to redesign or reauthor is too high. It would be impossible to do this work	It should be possible to do this work within a subset of the system, less than 30%, but we cannot estimate it. Doing this work at a large scale of the system is impossible	We are able to estimate the work of redesign but applied to less than 50% of the system	We are able to estimate the work of redesign applied to a large scale of the system, more than 50%	We are able to estimate the work of redesign applied to the whole scale of the system, at least more than 80% of the scope	Main criteria to be considered for rating: scope of possible redesign, ability to estimate the work
Intermediary mark		0	out of 90		0,0%			
Mastering Processes Knowledge								

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Criteria		weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Explanation			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
Mastering Processes Governance Features		For each question check one choice ONLY						
Reminder: organizational issues are out of the IS Rating Tool scope								
PR-GV-01 Processes governance	PR-GV-01-1 Unified processes governance applied to core processes and processes							
<p>Processes governance features are the business functions used by IS Stakeholders to manage processes. This is a list of business features brought by the BPM (for core process and process) and the BRMS (for micro-process also called use case), such as authoring, version management, auditability, etc.</p> <p>The way of these functions are used through the processes execution and across organizations are not measured here. Indeed, the IS Rating Tool copes with the IS Intrinsic value which means the list of processes governance features, not the quality or maturity levels of organizations to use them.</p> <p>Amongst these features, a detailed assessment is required to measure the processes lifecycles and version management function.</p> <p>A distinction between core-process, process and micro-process must be ensured, following the processes classification already established in PR-KN-01-1.</p>	<p>This question deals with core processes and processes only. Micro-processes are managed through other governance functions (see PR-GV-01-2). In this question, the generic term "process" is used to describe both core processes and processes</p> <p>Reminder: processes are classified following these three types: core process, process (limited to the scope of one business line) and micro-process (use case). See PR-KN-01-1 Processes classification</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>All core processes (over business lines) and processes (limited to the scope of one business line) are managed through unified and shared governance functions such as: authoring, version management, traceability and monitoring of processes, process history, process simulation and test, rights management, etc. From an IT point of view, these business governance functions are brought by a BPM tool (Business Process Management) also called workflow engine</p>
			Processes governance functions are not unified. Every project uses its own solutions with discrepancies from other projects. Most of the time, processes are documented through poor systems such as documents and spreadsheets without real governance functions	Lack of metrics but you suppose that less than 50% of processes share some basic governance functions, without using a BPM	About 20% of processes share governance functions brought by a BPM applied to a subset of the system. The rest of processes is managed through heterogeneous functions including documents and spreadsheets	More than 50% of processes share governance functions brought by a BPM applied to a subset of the system. The rest of processes is managed through heterogeneous functions including spreadsheets	A large scope of the system shares processes governance functions brought by the BPM. These functions are used by both IS Stakeholders and IT specialists depending on needs	<p>Main criteria to be considered for rating: shared and unified processes governance functions, use of BPM, enforcement scope</p>

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	<p>PR-GV-01-2 Unified processes governance applied to micro-processes This question deals with micro-processes (uses cases) only. The governance functions applied to other types of processes (core process and process) are described in PR-GV-01-1</p> <p>Reminder: processes are classified following these three types: core process, process (limited to the scope of one business line) and micro-process (use case). See PR-KN-01-1 Processes classification</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>All micro-processes should benefit from a unified and shared governance approach: authoring, version management, traceability and monitoring of micro-processes, micro-process history, micro-process simulation and test, rights management, etc.</p> <p>However, using a process management tool such as a BPM to govern micro-processes is not always relevant. Indeed, every micro-process (or use case) describes an inseparable set of interaction between one actor and the system. Therefore pushing tasks between actors (tasks list) is not needed. Furthermore, governing these micro-processes through a formal representation (flows diagram) would be too rigid and complex due to their fine-grained dynamic and their variability.</p> <p>BPM is more relevant when processes are stable enough to be modeled in a formal notation and then executed. This is the case when modeling core processes and processes. But to govern the fine-grained level of processes, in other words, micro-processes (uses cases), it is more efficient to author rules (BRMS). Even if the design relies on a state machine (see PR-KN-02-1 Processes notation) the governance is carried out with the rules management rather than a BPM. In doing so, it is easier to manage variants of uses cases depending on uses contexts, thus the formal representation brought by the BPM is not required.</p> <p>Your company should have guidelines to conduct the choice of using BRMS rather than BPM to govern uses cases</p>
				<p>Micro-processes governance functions are not unified. Every project uses its own solutions with discrepancies from other projects. Most of the time, micro-processes are documented through poor systems such as documents and spreadsheets and/or implemented through a hard-coded approach without real governance functions</p>	<p>Lack of metrics but you suppose that less than 50% of micro-processes share some basic governance functions, without using a BRMS</p>	<p>About 20% of micro-processes share governance functions brought by a BRMS applied to a subset of the system. The rest of micro-processes is managed through heterogeneous functions including documents and spreadsheets</p>	<p>More than 50% of micro-processes share governance functions brought by a BPM applied to a subset of the system. The rest of micro-processes is managed through heterogeneous functions including spreadsheets</p>	<p>A large scope of the system shares micro-processes governance functions brought by the BRMS. These functions are used by both IS Stakeholders and IT specialists depending on needs</p>	<p>Main criteria to be considered for rating: shared and unified micro-processes governance functions, use of BRMS</p>

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Criteria	Explanation	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-GV-01-3 Processes lifecycles and version management Amongst processes governance functions, the lifecycle and version management is a significant feature requiring a specific assessment</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The lifecycle and version management of processes is vitally important to enforce a real processes governance. Two types of features are needed:</p> <ul style="list-style-type: none"> - It should be possible to create versions of processes and compare versions, - it should be possible to manage stages of processes from their inceptions to their retirements. <p>It means that at any time, it should be possible to reverse processes changes by benefiting from a full version history of processes authoring.</p> <p>Depending on the type of process, either BPM (core process and process) or BRMS (micro-process) is used to provide unified governance functions (see also PR-GV-01-1 and PR-GV-01-2).</p> <p>Processes used data which should benefit from the version management brought by the MDM applied to ref/master data structures and values (see Data Assessment part). It means that every process should have a context identifier defining in which version of data its execution is issued. In doing so, when the BPM/BRMS looks up the MDM to retrieve ref/master data values, it provides the context in which this request is issued, i.e. the version.</p> <p>Important note: the value linking with the rules version management is not valuable as a loose-coupling IT integration should be enforced between the BPM and the BRMS. It means that the BPM knows the version/context (data) in which it executes processes, but not the rules versions that the BRMS must enforce. The BRMS is autonomous to compute the right version of set of rules to apply depending on contexts and versions information stemming from the BPM (see also PR-IT-02 BPM with BRMS)</p>

PROCESSES ASSESSMENT - IS rating

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Criteria	Explanation	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
			1	3	5	7	10	
			No unified and complete processes lifecycle and version management. Every project establishes its own solution including basic copy/paste of processes	Lifecycle and version management is enforced by adding codes and dates of validity to processes without real business governance functions. It means that this mechanism is used by IT specialists mainly	Lifecycle and version management is brought by a BPM and/or BRMS but applied to less than 20% of the system. The rest of processes are managed through heterogeneous approaches including copy/paste of processes	Lifecycle and version management is brought by a BPM and/or BRMS applied to 50% of the system at least. All IS Stakeholders are able to use the lifecycle and version management of processes. The connection to the data version management is not well-established	Lifecycle and version management is brought by a BPM and/or BRMS applied to a large scale of the system, more than 80%. All IS Stakeholders are able to use the lifecycle and version management of processes. The connection to the data version management is well-established	<i>Tip: use this column for vertical scroll</i>
	PR-GV-01-4 Processes authoring Processes authoring should be possible for all IS Stakeholders, not for IT specialists only	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A unified processes authoring function should be available for all IS Stakeholders and managed through a secured authentication. It means that authoring processes should not be dedicated to IT specialists only. According to the company's culture, key business users can be involved in authoring processes directly or prefer to delegate this work to IT teams. In any case, processes should rely on a notation ensuring a full business understanding and formulation of processes (PR-KN-02-1 Processes notation).
			No unified processes authoring functions. Every project uses different approaches from spreadsheets to more sophisticated tools	Some unified authoring functions exist but they are used by IT specialists only. It means that there is a risk of business-IT misalignment	Unified processes authoring functions exist. They are brought by a BPM and/or BRMS. They are applied to less than 20% of the system. The rest uses heterogeneous approaches. IS Stakeholders are not really involved in authoring and reading processes	Unified processes authoring functions exist. They are brought by a BPM and/or BRMS. They are applied to 50% of the system at least. All IS Stakeholders are able to use these functions	Unified processes authoring functions exist. They are brought by a BPM and/or BRMS. They are applied to a large scale of the system, more than 80%. All IS Stakeholders are able to use these functions	Main criteria to be considered for rating: unified processes authoring functions, business oriented, enforcement scope

PROCESSES ASSESSMENT - IS rating

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		Mark->	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
<p>PR-GV-02 Managing Processes as a real Asset</p> <p>Processes are a real IS Asset changing over time. They allow to formalize the transversal organization (core process), the business line organization (process) and the activity (micro-process or use case) (see PR-KN-01-2, 3 and 4). It is significant valuable to measure trends rather than occasional performances only. It means that key indicators should be defined and measured over time.</p> <p>Moreover, it is valuable to set up rules overseeing processes. This approach allows to throw alerts in real time when needed.</p> <p>As a real IS Asset, all processes executions should be tracked through a unified business audit trail.</p>	<p>PR-GV-02-1 Processes Asset measurement</p> <p>Key indicators should be defined to follow processes assets over time.</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>A lot of key indicators could be defined to follow processes assets. You should distinguish key indicators applied to processes executions and those applied to processes definitions. These indicators should be useful to all IS Stakeholders, not only within IT department. Depending on the company's culture, key indicators related to processes assets can enrich an IT scorecard and/or contribute to establish a more global scorecard at the whole scale of the system. Defining key indicators is not easy to achieve as it requires a good level of maturity in the management of systems. However the accuracy of key indicators are less important than their variations over time. It means that you should be interested in trends rather than occasional performances only.</p> <p>Example of key indicators:</p> <ul style="list-style-type: none"> - number of processes in failure during a period of time, - number of processes related to a business regulation, - number of processes modifications within a period of time, - number of processes executions within a period of time, - processes not used within a period of time, - processes used the greatest number of time during a period, - ratio of core processes compared to processes per business unit within the company, - all measures brought by the IS Rating Tool, - etc.
						<p>Lack of key indicators to follow processes assets. Therefore an informal knowledge of processes assets is enforced only and still remain in hands of some key people within the system</p>	<p>Some key indicators about processes assets are established but they don't rely on a structured approach such as the IS Rating Tool. Therefore, these key indicators are used mainly within IT department, without a real involvement of all IS Stakeholders and without possible bench-learning with other organizations</p>	<p>A first level of key indicators about processes assets is established and rely on a structured approach such as the IS Rating Tool. As these indicators are not fully detailed, they are used within IT department mainly</p>	<p>A rich set of key indicators about processes assets is established and rely on a structured approach such as the IS Rating Tool but they still remain IT oriented only. This set of key indicators is updated over time and allows IT department for managing its own risks. This is a good foundation to deploy a further extended approach encompasses business key indicators</p>

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		Mark->	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-GV-02-2 Processes Asset overseeing Beyond key indicators applied to processes assets (see PR-GV-02-1), rules overseeing some key processes executions should be also established.</p>	1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>When processes are managed through a processes repository such as a BPM and/or BRMS, it becomes easier to add alerts to oversee them. These alerts can check the outcomes of processes executions but also can react depending on thresholds applied to key performance indicators (see PR-GV-02-1). Alerts are defined as rules and benefit from the rules management system. For example:</p> <ul style="list-style-type: none"> - outcomes of a process must be conformed to min/max values constraints. It means that all post-conditions applied to processes could be considered as rules overseeing, - maximum number of a process execution within a period of time, - etc. <p>To implement these rules as real IS Assets (open to the business, not with an approach of hard-coding), it is recommended to use a BRMS (Business Rules Management System) and/or a CEP (Complex Event Processing) (see also Rules Assessment part of this IS Rating Tool).</p>
				Lack of unified approach to set up business rules overseeing processes executions. Every project establishes its own solution depending on requirements	Some business rules are defined to oversee processes executions but they are hard-coded within opaque software, not meaningful for all IS Stakeholders. It means that BRMS repository is not used	Some rules are defined to oversee processes executions through a BRMS. However, these rules still remain limited and IS Stakeholders are not really involved	A rich set of rules are established over the processes repository to oversee processes execution in real time, but limited to less than 50% of the system. These rules are authored and executed through a BRMS to avoid the approach of hard-coding. IS Stakeholders are partially involved	A rich set of rules are established over the processes repository to oversee processes executions in real time, at a large scale of the system. These rules are authored and executed through a BRMS to avoid the approach of hard-coding. IS Stakeholders are fully involved in managing these rules	Main criteria to be considered for rating: using BRMS/CEP to establish rules overseeing rules execution, involvement of IS Stakeholders
	<p>PR-GV-03-3 Processes Asset tracking All processes executions should be tracked in order to enforce IS traceability</p>	1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>When a processes repository is enforced by a BPM and/or BRMS, then a unified business audit trail should be available directly. This audit trail is used to keep track all processes executions. Query functions allow all IS Stakeholders for seeking and consulting the audit trail, depending on their permissions.</p>

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		Mark->						
		weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation		1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
			Lack of unified approach to ensure traceability of processes executions. Every project establishes its own audit trail mechanism. It brings a big concern to deliver audit operations needed by business regulations	A unified solution to ensure an audit trail of processes executions is established but without benefiting from a BPM and/or BRMS. This solution still remains IT and business IS Stake-holders are not really involved	Audit trail of processes executions is established with help from a BPM and/or BRMS at a subset of the system, less than 50% only. It copes with some key processes only which means that all processes don't benefit from the audit trail brought by the BPM and/or BRMS	Audit trail of processes executions is established with help from a BPM and/or BRMS, at a subset of the system, less than 50% only. It copes with all processes within this scope	Audit trail of processes executions is established with help from a BPM and/or BRMS, at the whole scale of the system, applied to all processes. It means that all IS Stakeholders are able to use the audit trail, depending on their permissions	Main criteria to be considered for rating: using a BPM and/or BRMS to establish a unified audit trail of processes executions, involvement of IS Stakeholders
Intermediary mark Mastering Processes Governance		0	out of	70	0,0%			

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		Mark->						
Criteria	Explanation	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
Mastering IT Approach To Manage Processes		For each question check one choice ONLY						
PR-IT-01 Processes engine versus hard-coding	PR-IT-01-1 Processes engine applied to existing systems	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Modeling and implementation procedures should exist to enforce a progressive extracting of existing hard-coded core processes and processes for the benefit of the processes engine (BPM). In doing so, the readability, agility and ability to audit the system can be improved. When combining this approach with an efficient Enterprise Process Architecture (see PR-KN), your company can attain a better Business-IT alignment. However, this restructuring of processes is valuable only if data and rules are also extracted from hard-coded systems. The process value depends on the quality of rules and data that are used. It means that the marks applied to this question takes into account the linking value of the chain composed of MDM+BRMS+BPM Note: extracting micro-process (use case) from hard-coded software entails an in-depth overhauling of existing system, which is targeted with the next question (PR-IT-01-2)

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Criteria	Explanation	Mark-> weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
			No modeling and implementation procedures to support a progressive extracting of existing hard-coded processes. It means that existing systems cannot benefit from the BPM. The Business-IT alignment applied to existing systems is slowed down	Modeling and implementation procedures exist to extract and rewrite hard-coded processes for the benefit of a BPM. But this approach is not aligned with the Enterprise Process Architecture. These procedures are used by some early adopters projects without a long term strategy applied to a large scale of the system	Modeling and implementation procedures exist to extract and rewrite hard-coded processes for the benefit of a BPM. This approach is aligned with the Enterprise Process Architecture. These procedures are used at a first scope of the system, at least 20% but without a long term strategy applied to a large scale of the system	Modeling and implementation procedures exist to extract and rewrite hard-coded processes for the benefit of a BPM. This approach is aligned with the Enterprise Process Architecture. These procedures are used at a first scope of the system, at least 20% with a first strategy to deploy it further. Moreover, the restructuring of processes relies on rules and data aligned with principles established in the Enterprise Rules Architecture (BRMS) and the Enterprise Data Architecture (MDM). Without enforcing this value linking of the chain MDM + BRMS + BPM you mark should be Medium at best	Modeling and implementation procedures exist to extract and rewrite hard-coded processes for the benefit of a BPM. This approach is applied by benefiting from the Enterprise Process Architecture. A clear strategy is applied to restructure existing systems with this approach, at least 10% of the system is rewritten per year and included software packages customizations such as with ERP. Moreover, the restructuring of processes relies on rules and data aligned with principles established in the Enterprise Rules Architecture (BRMS) and the Enterprise Data Architecture (MDM). Without enforcing this value linking of the chain MDM + BRMS + BPM you mark should be Medium at best	Main criteria to be considered for rating: modeling and implementation procedures to extract and rewrite processes, long-term strategy to support the rewriting of hard-coded processes, value linking of the chain composed of MDM+BRMS+BPM

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Mark->		weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation		1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-IT-01-2 Processes engine applied to new development Every new development and software package customization should benefit from the BPM (core process, process) and BRMS (micro-process) in order to improve transparency, agility and ability to audit systems. A strategic long-term plan should be defined to endorse the BPM and BRMS use at a large scale of the system.</p>	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Modeling and implementation procedures should exist to support the BPM (core process, process) and BRMS (micro-process) use rather than an approach of hard-coding only. It means that the number of processes grows when developing and acquiring new systems, including software packages such as ERP. Indeed, customizations of software packages should be put to the BPM and BRMS to ensure a better processes traceability and a better way of managing software packages upgrades. As already stated in PR-IT-01-1, this restructuring of processes is valuable only if data and rules are not implemented with an approach of hard-coding. The process value depends on the quality of rules and data that are used. It means that the marks applied to this question takes into account the linking value of the chain composed of MDM+BRMS+BPM</p>
			<p>No modeling and implementation procedures to support the BPM and BRMS use. It means that new systems don't benefit from the BPM and BRMS. Therefore, the IS is hard-coded mainly which brings huge concerns to align it with business requirements</p>	<p>Modeling and implementation procedures exist to support the BPM and BRMS use. But this approach is not aligned with the Enterprise Process Architecture. These procedures are used by some early adopters projects without a long-term strategy applied to a large scale of the system</p>	<p>Modeling and implementation procedures exist to support the BPM and BRMS use. This approach is aligned with the Enterprise Process Architecture. These procedures are used at a first scope of the system, at least 20% but without a long-term strategy applied to a large scale of the system</p>	<p>Modeling and implementation procedures exist to support the BPM and BRMS use. This approach is aligned with the Enterprise Process Architecture. These procedures are used at a first scope of the system, at least 20% with a first strategy to deploy it further. Moreover, the restructuring of processes relies on rules and data aligned with principles established in the Enterprise Rules Architecture (BRMS) and the Enterprise Data Architecture (MDM). Without enforcing this value linking of the chain MDM + BRMS + BPM you mark should be Medium at best</p>	<p>Modeling and implementation procedures exist to support the BPM and BRMS use. This approach is applied by benefiting from the Enterprise Process Architecture. A clear strategy is applied to the whole scale of the system, including software customizations such as ERP. Moreover, the restructuring of processes relies on rules and data aligned with principles established in the Enterprise Rules Architecture (BRMS) and the Enterprise Data Architecture (MDM). Without enforcing this value linking of the chain MDM + BRMS + BPM you mark should be Medium at best</p>	<p>Main criteria to be considered for rating: modeling and implementation procedures to support the BPM and BRMS use, long-term strategy to limit the approach of hard-coding of processes, value linking of MDM+BRMS+BPM</p>

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		Mark->	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-IT-01-3 Level of hard-coded processes Regardless of your mark about the BPM and BRMS applied to existing systems and new developments (PR-IT-01-1, 2), you should be able to measure the level of hard-coding of processes within the system.</p> <p>Reminder: BPM is used to govern and run core process and process. BRMS is more relevant to govern and run micro-process (also called use case). See the processes classification in PR-KN-01.</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>You should be able to estimate the level of hard-coded processes (core process, process, micro-process) within the system. Without any processes repository (BPM, BRMS), your mark is bad. When using a BPM (core process, process) and BRMS (micro-process), your mark depends on how it is deploy within the system.</p>
				No use of BPM and BRMS then the system is fully hard-coded	Use of heterogeneous approaches to put some processes into processes engines (BPM, BRMS). It means that every project establishes its own processes engine depending on its requirements and funds. Lack of metrics to estimate the percentage of processes managed through processes engines (BPM, BRMS)	Use of a BPM and/or BRMS at a large scale of the system but applied to some specific processes only. You can estimate that about 20% of processes are managed through the BPM and/or BRMS	Use of a BPM at a large scale of the system to manage core processes and processes only. It means that micro-processes still remain hard-coded mainly. You can estimate that about 40% of processes are managed through the BPM	Use of a BPM and BRMS at a large scale of the system to manage all types of processes: core process, process, micro-process. More than 50% of processes are managed through the BPM and/or BRMS	Main criteria to be considered for rating: use of a BPM and BRMS, enforcement scope
PR-IT-02 Processes execution and test	<p>PR-IT-02-1 BPM with BRMS (loose-coupling) Rules used to drive the process flows should be authored and governed through the Business Rules Management System (BRMS), and then should enforce a better auditability and traceability of processes executions. The value of the BPM is dependent on the value of the BRMS: linking value BPM+BRMS. From an IT point of view, the integration of the BPM with BRMS should be enforced in a loose-coupling architecture.</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Two level of integration should be distinguished:</p> <ul style="list-style-type: none"> - when using a BPM, the formal representation of the process flow must be able to launch rules managed by the BRMS in order to compute the flow execution: which step is the right one depending on the current context of execution? It is important to enforce a loose-coupling integration, therefore the BPM shouldn't be aware of rules really executed by the BRMS. It sends a data flow associated with its context execution (version, context) to the BRMS, and receives a result from the BRMS allowing to decide the next step of the process execution. This loose-coupling IT integration allows for modifying the set of rules used to compute the process flow depending on version, context (head-office, subsidiary, country, legislation, etc.) without modifying the formal process flow model carried out within the BPM, - when using the BRMS directly to carry out a process, this means using the IT integration principles already defined in the Enterprise Rules Architecture. This approach is advised when carrying out micro-processes, in other words the more detailed level of processes (see PR-KN-01-1 Processes classification).

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Criteria	Explanation	Mark-> weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
			No integration between BPM and the BRMS. It means that rules used by processes are hard-coded within opaque software preventing a real processes governance	Limited use of the BRMS to author and govern rules used by processes. Many hard-coded and/or bespoke developments remain necessary, preventing a real processes governance. Your goal is to improve and extend this first level of practice at a wider scope of the system	Use of the BRMS to author and govern rules used by the processes, but without a loose-coupling IT integration. It means that changing rules depending on contexts of execution and versions entails a modification of processes flow, which is an heavy work and generates maintenance concerns	Use of the BRMS to author and govern rules used by the processes by enforcing a loose-coupling IT integration. It means that changing rules depending on contexts of execution and version doesn't entail a modification of processes flow. Rather than modifying or copying/pasting processes for every new context and version, the use of the BRMS allows to avoid risks and pains in maintenance in the BPM. Micro-processes are not managed through the BRMS. They are still implemented in hard-coded software and/or within the BPM, the maintenance of which is difficult	Use of the BRMS to author and govern rules used by the processes by enforcing a loose-coupling IT integration. It means that changing rules depending on contexts of execution and version doesn't entail a modification of processes flow. Rather than modifying or copying/pasting processes for every new context and version, the use of the BRMS allows to avoid risks and pains in maintenance in the BPM. Use of the BRMS directly to carry out micro-processes	Main criteria to be considered for rating: linking value of BPM+BRMS, ability to enforce the loose-coupling IT integration

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		Mark->	weight for your rating	Bad	Basic	Medium	Advanced	Optimized	Guidelines
Criteria	Explanation			1	3	5	7	10	<i>Tip: use this column for vertical scroll</i>
	<p>PR-IT-02-2 BPM with MDM Data used to conduct the processes executions shouldn't be hard-coded in opaque databases. Conversely, it is recommended to use the Master Data Management (MDM) repository to author and govern this data. The value of the BPM is dependent on the value of the MDM: linking value BPM+MDM.</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The process execution shouldn't need to retrieve directly data from the MDM directly. Indeed, this execution interacts with rules (BRMS), and these rules interact with data stemming from the MDM. However, if the need of a direct access to reference and master data is raised, then it must be carry out through the MDM (see Enterprise Data Architecture).</p> <p>Beyond this first mechanism, many reference and master data are used to configure the processes flows, such as the definition of contexts execution and versions. As already stated in the previous question (see PR-IT-01-1), rules executed to compute the flow execution can be different depending on the contexts execution (head-office, subsidiary, country, etc.) and versions. This configuration should be authored and governed with help from the MDM, in order to avoid a hard-coded approach, which is harmful to auditability, traceability and agility of processes</p>
				No integration between BPM and the MDM. It means that reference and master data used by processes execution and configuration are hard-coded within opaque software and databases preventing a real processes governance	Limited use of the MDM to author and govern reference and master data used by processes execution and configuration. Many hard-coded and/or bespoke developments remain necessary, preventing a real processes governance. Your goal is to improve and extend this first level of practice at a wider scope of the system	Use of the MDM to author and govern reference and master data used by processes execution only. It means that ref/master data used for processes configuration still remains hard-coded and/or governed through other systems than the MDM, which entail risks in data quality and maintenance	Use of the MDM to author and govern reference and master data used by processes configuration only. It means that ref/master data used for processes execution still remains hard-coded and/or governed through other systems than the MDM, which entail risks in data quality and maintenance	Full use of the MDM to author and govern reference and master data used by processes execution and configuration	Main criteria to be considered for rating: linking value of BPM+MDM, ability to enforce this value linking both to processes configuration and processes execution
	<p>PR-IT-02-3 Test processes against requirements When using a BPM, it is valuable and cost-effective to establish tests procedures of processes</p>		1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>When using a BPM, processes are both readable by business users and IT runnable directly. It avoids heavy waterfall lifecycle development where processes are testable after having implemented them only. Even though all tests cases are not runnable before some IT integration and development, the ability to test processes when using a BPM is significant improved. Furthermore, it is highly recommended to set up non regression user acceptance tests of processes.</p> <p>Note: regarding micro-processes, when they are implemented through BRMS as recommended, this means using the BRMS procedures tests (see BR-IT-02-3 Test rules against requirements, Data Assessment part)</p>

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		Mark->						
Criteria	Explanation	weight for your rating	Bad 1	Basic 3	Medium 5	Advanced 7	Optimized 10	Guidelines
			Lack of tests procedures of processes. Every project uses its own approach depending on IT platforms used. Most of the time, a waterfall lifecycle development is enforced, preventing efficient tests of processes before implemented them	Some tests procedures of processes exist but they not rely on the BPM. It means that there is a gap between the processes definitions and their tests. This gap could provide some Business-IT misalignments	Some tests procedures of processes exist and rely on the BPM. But this approach is applied to a subset of the system, around 20%	Some tests procedures of processes exist and rely on the BPM. This approach is applied to 50% at least of the system	Tests procedures of processes are well defined and rely on the BPM. This approach is applied to a significant scope of the system. It means that most of the tests cases of processes can be checked by business users before having integrated them within the software. This approach is used to enforce non regression user acceptance tests of processes	Tip: use this column for vertical scroll Main criteria to be considered for rating: use of the BPM to enforce test processes, endorsement scope
Intermediary mark		0	out of	60	0,0%			
Mastering IT approach to manage Processes					0,0%			

Performance Level Percentage about your IS ability to manage Processes as a real IS asset	0,0%
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