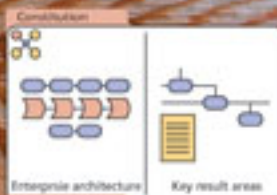


Process Management Based on SqEME®

SqEME Edition 2008



Constitution:
What are the essential
characteristics of the enterprise?



Chemistry:
What makes it tick?
How does the energy flow?



Correspondence:
How have we performed in
carrying out our business??



Construction:
How have we facilitated the
work in the organization?



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(English, Dutch, German; French, Japanese and Spanish editions: Spring 2008)

Introduction to IT Service Management (ITIL V3, English)
IT Service Management based on ITIL V3 – A Pocket Guide
(English, Dutch, German, Italian; French, Japanese and Spanish editions: Spring 2008)

Foundations of IT Service Management based on ITIL® (ITIL V2),
(English, Dutch, French, German, Spanish, Japanese, Chinese, Danish, Italian, Korean, Russian, Arabic; also available as a CD-ROM)

Implementing Service and Support Management Processes (English)
Release and Control for IT Service Management, based on ITIL® - A Practitioner Guide (English)

ISO/IEC 20000

ISO/IEC 20000 – An Introduction
(English, German: Spring 2008)

Implementing ISO/IEC 20000 Certification (English: Spring 2008)

ISO/IEC 20000 - A Pocket Guide (English, Italian, German, Spanish, Portuguese)

ISO 27001 and ISO 17799

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Implementing Information Security based on ISO 27001 and ISO 17799 - A Management Guide (English)

CobiT

IT Governance based on CobiT4.1® - A Management Guide
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IT Service CMM

IT Service CMM - A Pocket Guide (English)

ASL and BiSL

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(English, German)

ASL - Application Services Library - A Management Guide
(English, Dutch)

BiSL - A Framework for Business Information Management
(Dutch, English)

BiSL - Business information Services Library - A Management Guide
(Dutch; English)

ISPL

IT Services Procurement op basis van ISPL (Dutch)

IT Services Procurement based on ISPL – A Pocket Guide (English)

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(Dutch; English version due Spring 2008)

Decision- en Controlfactoren voor IT-Sourcing (Dutch)

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Frameworks for IT Management – A Pocket Guide
(English, German, Dutch)

Implementing IT Governance (English)

Implementing leading standards for IT management
(English, Dutch)

IT Service Management global best practices, volume (English)

IT Service Management Best Practices, volumes 1, 2, 3 and 4
(Dutch)

ITSM from hell! / ITSM from hell based on Not ITIL (English)

ITSMP - The IT Strategy Management Process (English)

Metrics for IT Service Management (English, Russian)

Service Management Process Maps (English)

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Six Sigma for IT Management – A Pocket Guide (English)

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(Dutch, English, French, German, Japanese)

MSF - Microsoft Solutions Framework, A Pocket Guide
(English, German)

Architecture (Enterprise and IT)

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The Open Group Architecture Framework – 2007 Edition
(English, official publication of TOG)

TOGAF™ Version 8 Enterprise Edition – Study Guide
(English, official publication of TOG)

TOGAF™ Version 8.1.1 Enterprise Edition – A Pocket Guide
(English, official publication of TOG)

Business Management

ISO 9000

ISO 9001:2000 - The Quality Management Process (English)

EFQM

The EFQM excellence model for Assessing Organizational Performance – A Management Guide (English)

SqEME®

Process management based on SqEME® (English)

SqEME® – A Pocket Guide (English, Dutch, mid 2008)

Project/Programme/Risk Management

ICB/NCB

NCB Versie 3– Nederlandse Competence Baseline
(Dutch, on behalf of IPMA-NL)

Projectmanagement op basis van NCB V3 - IPMA-C en IPMA-D
(Dutch)

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Process Management Based on SqEME®

2008 Edition

A HORIZONTAL APPROACH TO ORGANIZING THE ENTERPRISE



www.sqeme.org

Edited by Jos.N.A. van Oosten



Colophon

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Any comments relating to the material contained in this document may be submitted by e-mail to: office@sqeme.nl.

Preface

Process Management based on SqEME® is an open standard for developing a process centred architecture of an enterprise. It may be reproduced freely by any organization wishing to use it to develop a governance structure on the quality of their business processes.

The twentieth century view at organizing has passed its expiry date. The classic way of thinking went past the fact that organizations are open systems and are part of complex network structures. Processes have to hold a prominent place in observing organizations: how are the different parts of the organization tuned to each other and how does the messaging in between take place? SqEME® Process Management is a method that enables discussing the design of the organization in a subtle but unambiguous way.

SqEME® as a methodology views processes from four different perspectives. SqEME® calls this windows, by means of which one seeks for the Constitution, Chemistry, Correspondence and Construction of the enterprise. Looking through these windows is perceiving organizations in a different way. One not longer just sees the vertical lines of the hierarchic structure, but also (and particularly) the processes in the organization. This provides more insight in the organization, the 'horizontal organization', and gives the answer to the question of how to deal with IT today and how to get the maximum benefit from it.

For many years, SqEME® has been applied successfully in industry (chemistry, automotive, construction, paper), in the business sector (IT service, healthcare), in the non profit sector and in public companies such as the Prosecution Counsel, County Councils and local authorities. *Process Management based on SqEME®* abundantly draws on this experience and supplies the reader with all necessary grip to apply the method himself.

This book is especially meant for all professionals involved in the change process towards process-driven organizations. It is written in a way that all wanting to familiarize with process centred thinking will find an innovative, yet practice-proven approach in it.

This book is the result of experience with the management of business processes in various organizations over more than twenty years. A period of time during which successful results have been achieved by following an approach that over the years has become known under the name SqEME® Process Management. Time and time again, the positive effects of SqEME® Process Management have proved themselves in industry (chemical, automotive, construction, paper), in the commercial sector (including ICT service), in health care (also extramural health care) and in the non-profit sector, such as the Dutch Police Force, the Public Prosecutor and other governmental authorities.

SqEME® Process Management is a contemporary way of managing processes. The SqEME® method helps the reader to recognize, design, control, manage and improve processes in their own organization and supplies a set of consistent and coherent modelling techniques. In addition, and importantly, SqEME® Process Management is a methodology, so as well as being a way of observing processes in organizations, it provides an indication of how to do this. A key

assumption in this method is the professional maturity of the employee. The focus is not on what the employee has to do in detail, but on the surrounding system. It is on cooperation and the flow of information between employees. 'SqEME®' organizations are agile and innovative, and they pay attention to craftsmanship, creativity and passion where it concerns their trade. 'SqEME®' organizations have room for dialogue, openness, interest and respect, whilst the eye remains focussed upon cooperative performance and achieving results.

From 1997 onwards, a network of private and public organizations, consultancy agencies and independent advisors has grown. Experiences in applying the method are discussed and insights into the basic assumptions and backgrounds are shared (see website www.sqeme.org). In 2002, the earlier Dutch version of this book was issued, supported by the network. Since then, it has provided firm support during SqEME® training sessions and reorganization projects in many organizations.

The first and the second edition of this book have both generated a lot of response. People who wished to be kept informed of the latest developments, or who have become members of the network or have supplied their feedback on the content. The establishment of the SqEME® Foundation at the end of 2006 is of particular significance. Our feeling is that the network has moved a further step towards maturity, especially in the way that the 'togetherness' and the open distribution of the method have been emphasized. The time has come for a third and completely revised edition which is with the release of this version also available in English. From this year on, 2008, the Board of the SqEME Foundation has even agreed on using the English language as the basic language for SqEME® Process Management.

SqEME® Process Management is being developed continuously and is being adapted to reflect recent developments. Practical experience remains the core. Experience from daily practice serves as an input for sharpening and developing the method. The growing domain of application of the method thus provides an increasing number of new insights. These have lead to adaptations of the book in this third and completely revised edition. The first and the second edition focused mainly on the method. This edition pays more attention to its application and the impact that it has upon the people working with the processes of the organization. SqEME® Process Management can be regarded as a 'business excellence' approach. It helps the reader to organize and improve the quality of business management. It offers a unique way to look at management of one's own company. In our opinion, this way of looking is a translation of how we organize work nowadays, from the present context and within the existing preconditions.

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About the SqEME Foundation

The SqEME Foundation facilitates the development and the free dissemination of knowledge to all organizations and people who are committed to Process Management, based on SqEME.

By their membership, users of the SqEME® framework form a network organization. The SqEME Foundation works with 'end-users' of the SqEME® framework, business consultants and consultancy firms, training organizations, IT-suppliers and suppliers of Business Process Modelling Tools. Within this market place the SqEME Foundation is vendor-neutral. Its role is to capture, understand and share current and emerging utilizations of process management and process architectures to improve the performance of organizations.

The SqEME Foundation is the guardian of the basic concept which are stated in the first chapters of this book, shortly addressed as the use of the four windows and open and well defined standards for modelling processes.

The members of the board of the SqEME Foundation are delegates from the associated partner organizations. One board member is chosen by the members of the network to represent the interests of the network as a whole.

The SqEME Foundation and its associated members have over 20 years of experience in field of process management, the use of its concepts, the training of the principles, competences and skills. The SqEME Foundation develops and operates certification programs to validate conformance to open standards and specifications on the era of process management competences and process architectures.

Further information on the SqEME Foundation and the activities of the network organization is available at www.sqeme.org.

Trademarks

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The SqEME Foundation acknowledges that there may be other company names and products that might be covered by trademark protection and advises the reader to verify them independently.

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Ren Hilverdink, to whom this book is dedicated, is the founder of what is the mental legacy now named SqEME®. A group of enthusiastic people, gathered in the network of the SqEME foundation, have further developed and propagated it.

The original Dutch version of this book is written by five authors:

- In their consultancy work at Q-TIPS, Jos van Oosten, René van Velzen and Peter de Klein support managers discovering the business processes and improving the quality of the organization.
- Theo Snijders is an Organization Psychologist and works as an advisor in the area of organization issues and communication.
- Teun Hardjono, member of the prestigious International Academy for Quality and initiator and chairman of the Dutch Academy for Quality, combines over thirty years practice as an organization advisor with a professorship at the RSM Erasmus University Rotterdam. He holds a chair in Quality Management and Certification, established by the *Raad voor Accreditatie* (Dutch Accreditation Council) and mainly concentrates on organization design and organizational change.

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Jos. N.A. van Oosten
Everdingen-NL, March 16th 2008

