



Process oriented training focusing on understanding, reflecting and optimising corporate business processes



Education and Culture

Leonardo da Vinci

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Introduction

The following training concept has been developed in the context of the European Programme Leonardo da Vinci in a project called “ProTrain – Process orientated training focusing on understanding, reflecting and optimising corporate business processes”.

The target group of the training are apprentices and skilled workers in companies, who want to gain the ability to understand, visualise and optimise their own workplace and task as well as the processes before and after their work process and the process as a whole in the company.

The participants will learn to look behind the scenes and act responsibly for effective processes.

Accordingly they will be aware of their own work task and the consequences of their work in the corporate business process and understand how effective reasonable optimising (even if they are small) can be.

The first step of the training concept is the theoretical part to impart knowledge. That is done in seven modules. All required materials are described in this training concept. The transfer of knowledge is supported by many practical examples and exercises. A special case study of a fictional company helps to make the content more comprehensible. Some of its processes and sections will be shown and analysed during the whole training.

The second step of the concept is the practical application and implementation of what has been learned. The participants are asked to complete a process analysis within their company and finally visualise and present their results. All necessary tools, methods and instruments are explained and trained in the theoretical part.

The whole training concept has been developed collaboratively by the ProTrain partnership and tested twice in the context of the project. The partnership contained 23 partners from Germany, Great Britain, France, Italy, Sweden, Finland and Slovenia.

For further information about the project please visit www.protrain.info and www.en.protrain.info.

We wish you success and joy accomplishing the training!

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Materials of the training concept

For the following training concept there are several teaching and learning materials available. The materials help you realise the training and support the participants applying their knowledge in the practical process analysis.

You will find a description of the seven modules in point 3 “Content of the training – the 7 modules”.

Each module has:

- a **Module Overview**, which structures the training sequences in time periods (time needed for each topic, exercises etc.). We would like to point out that the schedule is just a suggestion that can vary depending on the pre-knowledge and experience of the participants. In the module storyboard you'll also find all necessary materials (didactic material and resources) you'll need for each module.
- a **Set of Slides** that contains the most important content of each module and is therefore the basic of all modules.
- a **Trainer's Handbook** which contains information of the Set of Slides additional notes, background information and time suggestions for each slide. You can see the notes when you change in the menu “view” into “notes page”.
- a **Participant's Handbook** containing identical slides like the Set of Slides extended with exercises and space for own participant's notes.
- a **Case Study** that describes a fictional company and that is used for most exercises and examples during the whole training.
- **Working and Solution Sheets** with additional exercises and adequate solution suggestions.

In the context of the project “ProTrain” a CD-ROM has been developed, too. This CD-ROM has been created multilingual for you as a trainer and for your participants.

After starting the CD-ROM you'll have the possibility to choose between the languages German, English, French, Italian, Swedish and Finish. After a short introduction about aims and context in which the training concept has been realised you'll get to the training overview of all seven modules. Here you can choose between the materials that you need for the training (training tools) and the ones your participants need for the practical application of their process analysis (implementation tools).

The training documentation is from now on divided into documentation for the trainer and the participants. Here you'll find all documentations electronically (Word, Excel and PowerPoint files).

In the menu “implementation tools” you will find drafts, checklists etc. for all seven modules that help your students accomplish the process analysis and prepare and visualise the investigated data and results.

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Content of the training – the 7 modules

In the following we will briefly introduce the objectives and content of the seven modules see below. We will show you training and learning aims as well as the main topic of each module. Furthermore you'll find information about the suggested amount of scheduled time and the available materials.

1

Theoretical Foundations: Terms, Requirements, Objectives and Scope



Module 1: Theoretical Foundations

<i>Description:</i>	Module 1 builds the basis for the whole training. Firstly the procedure of the training and the case study are described. Most exercises in the training are orientated on this case study. Furthermore this module deals with basic knowledge about processes and process analysis.
<i>Scheduled time:</i>	170 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - know the important terms concerning process analysis - be able to differentiate business processes - understand the procedure to develop a process analysis - be able to prepare a process analysis concept - be able to define the objectives of a process analysis
<i>Content:</i>	<ul style="list-style-type: none"> - types of process analysis within companies - the term process - What is a process analysis and what objectives does it pursue? - content and procedure of a process analysis - plan, prepare and develop a process analysis
<i>Material:</i>	<ul style="list-style-type: none"> - Training Overview and Case Study - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 1 Work and Solution Sheets - 2 Drafts for the Practical Implementation

2

Measurement & Assessment of Processes: Value-Added, Waste, Calculation of Indicators



Module 2: Measurement & Assessment of Processes

<i>Description:</i>	Module 2 picks up the basic knowledge from module 1 and goes deeper into the description of processes using self chosen appropriate indicators and activities. Further topics are value added and waste in processes.
<i>Scheduled time:</i>	160 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - be able to identify a process and its key elements - understand why it is important to measure and assess processes - be able to separate the different process activities - be able to determine which activities are value-added and which are generating waste - know how to choose and calculate indicators for measuring and assessing processes
<i>Content:</i>	<ul style="list-style-type: none"> - elements of a process - identification of a process using a descriptive process form - types of process activities - value added - 7 types of waste - process indicators
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 2 Work and Solution Sheets - 1 Drafts for the Practical Implementation

3

Statistical Process Control: Process Control, Statistical Data and Curbs



Module 3: Statistical Process Control

<i>Description:</i>	Module 3 attends to statistical evaluation of processes and identification of process failures.
<i>Scheduled time:</i>	135 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - understand the purpose of statistical process control (SPC) - understand variable and attribute data and types of charts used - understand methods of constructing control charts, calculating control limits and interpreting data - understand the term process control
<i>Content:</i>	<ul style="list-style-type: none"> - What is statistical process control? - types and examples of process data - Data & Bell curves
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 4 Work and Solution Sheets

4

Subjective Evaluation of Processes: Techniques and Tools for Interview and Observation



Module 4: Subjective Evaluation of Processes

<i>Description:</i>	In module 4 the participants will learn the necessity of involving the staff and their subjective point of view. To discover their opinion about a process is essential to accomplish the process analysis.
<i>Scheduled time:</i>	200 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - know basic terms concerning evaluation - learn how to use evaluation instruments - understand the relation that the evaluation stage has with previous and following stages - understand the role that evaluation has in process analysis
<i>Content:</i>	<ul style="list-style-type: none"> - scientific measurement and subjective evaluation - What does evaluation mean and what purpose does it serve? - What types of evaluation are there and how are they applied? - relationship between the objectives and evaluation instruments - internal and external analysis
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 4 Work and Solution Sheets - 5 Drafts for the Practical Implementation

5

Process Data Capture & Visualisation: Video and Photo Taping, Function and Gantt Charts



Module 5: Process Data Capture & Visualisation

<i>Description:</i>	How to visualise and represent evaluated data of the process analysis is part of module 5. Auxiliary materials are shown and trained.
<i>Scheduled time:</i>	200 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - know the alternative way for describing static organisation structures - know the various ways of visualising process analysis - know specifics for employing instruments of process visualisation - be able to display and evaluate processes with selected visualisation instruments
<i>Content:</i>	<ul style="list-style-type: none"> - process and structure - basic principle, application, format and assessment of each visualisation instruments - Organisation Chart - Gantt diagram - Process chain - Task flow chart
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 4 Work and Solution Sheets - 4 Drafts for the Practical Implementation

6

Results Documentation & Presentation:

Analysis Reports and Presentations



Module 6: Results Documentation & Presentation

<i>Description:</i>	The summary, evaluation, preparation and presentation of the results gained in the process analysis are content of the curriculum in module 6.
<i>Scheduled time:</i>	180 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - be able to produce an outline of a result documentation from an analysis - be able to create a report document, that comprehensively documents the analysis results from the study - be able to create a presentation plan of the completed work-place analysis and for results documentation - be able to produce presentation support materials in terms of a PowerPoint presentation and with participant handouts
<i>Content:</i>	<ul style="list-style-type: none"> - the communications process - general communication principles - writing of reports - prepare and present results - parts of a presentation and instruments for visualisation
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 1 Work and Solution Sheet

7

Transfer of Results in Optimisations:

Assessments and Recommendations, Solution Proposals



Module 7: Transfer of Results in Optimisation

<i>Description:</i>	The main topic in the last module is to transfer the results of the process analysis into suggestions for optimisation and action plans.
<i>Scheduled time:</i>	140 minutes
<i>Objectives:</i>	<ul style="list-style-type: none"> - be able to share findings of the results documentation from the workplace analysis with colleagues, involved actors and related supervisors of the work-place, and through such presentations - be able to initiate a process of 'taking-over' the workplace optimisation process by others. - be able to make 'live' presentations to VET and workplace stakeholders.
<i>Content:</i>	<ul style="list-style-type: none"> - How do we handle the results of the process analysis? - methods and instruments for corporate finding of proposals for solution - Cost benefit analysis - Continues Improvement Process (CIP) - Brainstorming - Quality Circle - select proposals for solution and take action
<i>Material:</i>	<ul style="list-style-type: none"> - Module Storyboard, Set of Slides, Trainer's and Participant's Handbook - 2 Work and Solution Sheets - 2 Drafts for the Practical Implementation

Contact & Feedback

We would like to use the opportunity to present the developers of the training material and content you have to hand. In addition we want to give you some information about 2 further partners who were responsible for the evaluation (scientific steering) and valorisation (diffusion). Both had therefore a big impact on the development and modification.

So you get the possibility to address your feedback directly to the partner of your interest.

On the CD-ROM you'll find a short description of each company and the corresponding partner.



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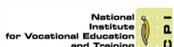
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