

Innovation Value Institute: Business Process Management Maturity Assessment Tool

				Maturity Levels					
#	CAT	CBB	Question	Tooltip text	1	2	3	4	5
1	Foundation	Strategy & Leadership	How would you characterise the engagement of your organization's management in developing and driving a business process management (BPM) strategy?	Management's involvement with and governance over the development of process management capability as exhibited in strategies, plans, and management actions.	There is no leadership engagement on process management, or at best managers acting in isolation may promote attention to processes as a means to improve performance.	A funded organizational initiative emphasizes process excellence, perhaps within a limited scope; for example, as a key factor in worker safety or lean manufacturing. Managers reinforce process performance primarily through communications.	Process excellence is considered an important aspect of capability in most business units and departments. Funding is allocated to develop and sustain a BPM Foundation and to support BPM implementations in business units and departments. The management team is engaged in planning and monitoring activities to ensure investments in processes are effective.	Broad-based process excellence is established as a strategy of the enterprise. A process improvement portfolio is part of every business plan. The management team proactively plans for process innovation to achieve higher enterprise performance.	Process management excellence is considered a competitive advantage of the enterprise. The enterprise is recognized as a propagator of process management excellence through its network of partners, suppliers, and customers. The management team provides industry leadership in spreading practices that lead to process excellence. Knowledge of process management is considered a core competency required of all managers.
2	Foundation	Strategy & Leadership	How would you characterise the structure and processes used to govern BPM capability development and value contribution in your enterprise?	Management's involvement with and governance over the development of process management capability as exhibited in strategies, plans, and management actions.	Oversight of process-related efforts is fragmented and inconsistent.	People, perhaps without formal authority, collaborate to organize and promote process-related efforts. There is basic oversight of value contributions from process management efforts.	A governance body, comprised of representatives from some organizations in the enterprise that are implementing BPM, reviews and supports BPM capability development. The governance body's focus is on staffing of the BPM support organization, and ensuring these personnel perform their responsibilities associated with the development of standards, methods, and technologies. The body monitors the use of these foundational elements to ensure they meet business needs. The governance body engages in efforts to define and use metrics for determining value contributions from process management.	A formal governance body, with enterprise-wide management representation, oversees BPM capability development and value contribution. This governance body ensures that BPM foundational investments support business strategies. A specific responsibility is to oversee and provide feedback on the performance of the BPM Support organization. A set of metrics and milestones associated with the BPM initiative tracks capability development and value contribution.	A formal enterprise governance body may include representation from customers, suppliers, partners, and/or external BPM experts. This governance body both supports business strategies and influences strategies since process excellence and agility are considered competitive differentiators. A comprehensive set of BPM initiative metrics is reported and discussed, covering operational impact, maturity, and satisfaction as well as financial contribution. The governance body commissions occasional audits to ensure value contribution claims are valid.
3	Foundation	Support Organization & Personnel	How would you characterise the organization and roles that support a common (shared) approach to BPM in your enterprise?	The structure, competencies, roles, responsibilities, and resource levels of personnel involved with the development, dissemination, deployment, and management of process-related standards, methods and technologies.	There are no recognized BPM roles. Individuals, local groups, or project teams may act on their own to promote or drive process-related efforts within their spheres of influence.	A BPM support organization with an enterprise perspective has not yet emerged to pull BPM-related efforts under a common strategic umbrella, but some personnel may be striving to form this function. Pockets of process-related expertise, such as groups devoted to Lean or Six Sigma facilitation, are recognized for delivering project benefits. Other process management-related roles may be in place, but the scope of responsibilities may be narrow, such as to ensure adequate documentation for standard operating procedures. IT personnel may have demonstrated process automation capabilities in some business units or functions.	A BPM Support organization has formal responsibilities to develop BPM capabilities, and to develop and promote a sustainable process management approach for the enterprise. Regular communications are established between this enterprise BPM support organization and local (e.g., business unit) teams that are involved in process management or process improvement efforts. Capabilities associated with process documentation, process improvement, process automation, and sustainable process management are integrated into a holistic framework by the BPM support organization.	A BPM Support organization plays a formal role in guiding and supporting BPM implementations across the enterprise. It establishes enterprise standards, and oversees technology delivery. It facilitates connections throughout the enterprise to BPM implementation consulting, networking, mentoring, process improvement services, workflow automation services, and other process-related services. Members of the BPM support organization stay abreast of process-related projects and intervene in ones that struggle with effective application of BPM standards, methods, and technologies.	BPM support responsibilities are defined and managed across organizational levels and geographies, in effect forming a "virtual support organization." This ensures widespread BPM efforts use a consistent approach but also benefit from expertise that is responsive to local needs. This federated BPM support organization includes a Centre of Excellence (CoE) which has formal enterprise-wide authority to maintain BPM foundational capabilities. The CoE also has responsibility to assist local support resources with BPM implementation and sustainability in business units and departments, as needed. The size and mission of the CoE evolves to address BPM needs across the enterprise and, where appropriate, beyond enterprise boundaries.
4	Foundation	Support Organization & Personnel	What is the status of BPM competency in groups that support BPM in your enterprise?	The structure, competencies, roles, responsibilities, and resource levels of personnel involved with the development, dissemination, deployment, and management of process-related standards, methods and technologies.	At best, personnel with basic process management knowledge, typically isolated from each other, may have achieved local success applying BPM skills, but there is no general awareness by management of the need for BPM competencies.	Skills in process documentation, analysis, improvement and/or automation are growing in organizational pockets, and occasional examples of good results from the application of these skills can be cited. In the realm of process improvement, some people may have achieved Six Sigma "Belt" status or comparable credentials.	Some people have achieved "expert status" in the BPM skills that are most relevant to the enterprise. The community of BPM practitioners is expanding across the enterprise and examples of successfully applied skills are steadily increasing. Many people have achieved process-related certifications or other qualifications of expertise.	BPM skills are continuously and successfully applied in many organizations across the enterprise. A broad-based community of practitioners demonstrates strong skills in process modelling, analysis, measurement, improvement, automation, and BPM sustainability.	BPM skills are continuously and successfully applied and recognized throughout the enterprise. The most skilled BPM personnel are regarded externally as BPM leaders and innovators. BPM expertise is comprehensive and widely accessible, covering all BPM skills that are valuable to the enterprise.

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5	Foundation	Support Organization & Personnel	How is competency developed among BPM support staff and practitioners in your enterprise?	The structure, competencies, roles, responsibilities, and resource levels of personnel involved with the development, dissemination, deployment, and management of process-related standards, methods and technologies.	At best, there is ad hoc development and application of process management knowledge and skills. There is no formal management of competencies or standard BPM training program.	Independent efforts are underway to formalize various process management competency requirements. Six Sigma (or other process improvement) skills may be an initial focus for building BPM competencies. BPM-related training typically is in support of discrete projects which may use different improvement methods.	An accepted BPM competency model is in place that specifies training requirements. Training resources have been vetted or developed, and training is accessed by BPM practitioners for process modelling, analysis, measurement, improvement, and facilitation of a sustainable BPM implementation. Individuals with expertise in various BPM skillsets contribute to the organization's competency development efforts, e.g., through Communities of Practice and mentoring.	A BPM competency model is used throughout the enterprise, and skills development is managed for individuals and groups. A training curriculum for practitioners that addresses various BPM skillsets is widely used. Much training is online and self-paced to enable broad-based, cost-effective uptake. Certifications or other qualifications exist for many BPM skillsets. Mechanisms, such as Communities of Practice which promote collaboration, sharing, and mentoring, help BPM practitioners learn best practices quickly. New capabilities discovered from external BPM bodies are shared, and they may have an impact on the competency model.	BPM competency levels are managed across a multi-year horizon, and there is a continuous effort to scan industry for new, relevant skills to be brought into the organization. A training curriculum for BPM practitioners is standardized and evolving, and it includes certifications for various BPM skillsets. Well-developed and diverse collaborative forums and mentoring programs for BPM practitioners foster continuous learning about the organization's challenges and how to apply BPM to them. In organizations where external sharing is permitted, BPM practitioners demonstrate and hone their expertise by actively engaging in external bodies concerned with BPM standards, frameworks and methods.
6	Foundation	Standards & Methods	What is the quality and scope of BPM standards and methods in your enterprise?	A set of standards and methods for managing processes such as a glossary, modelling standards, process notations, improvement methods, process governance structures, and methods to measure value and implementation effectiveness.	At best, standards or methods to document or improve processes may exist in isolated organizational pockets of the enterprise, but there is no activity to develop a set of BPM standards and methods for general adoption.	A few standards and methods emerge, covering process modelling, analysis, and/or improvement, but the disciplines for each of these may exist in isolation. There may be regional or functional variations in the standards and methods, and broad adoption has not yet been achieved.	A glossary and a core set of BPM standards and methods have been documented in support of process modelling, improvement, and automation, and they are being systematically reinforced across key portions of the enterprise. Principles for effective process governance also are available.	A comprehensive set of BPM standards and methods is commonly used across the enterprise. The set includes: a glossary of terms; modelling methods and notation standards; automation, simulation, and optimization methods; process improvement and innovation methods; measurement methods; and recommended governance and sustainability structures.	Based on external benchmarks, the organization's BPM standards and methods have achieved world-class status, and they are used throughout the enterprise and beyond enterprise boundaries. BPM standards and methods are continuously improved, flexible enough to address the diverse needs of business and IT, and focused on business results.
7	Foundation	Standards & Methods	How are BPM standards and methods managed and deployed in your enterprise?	A set of standards and methods for managing processes such as a glossary, modelling standards, process notations, improvement methods, process governance structures, and methods to measure value and implementation effectiveness.	At best, some people or project teams may have their own process-related standards and methods.	One or more of the people or groups addressing processes within the enterprise has collected and organized initial BPM standards and methods and there may be signs of convergence on some common best practices. The standards and methods typically are deployed into organizations through informal dialogues and demonstrations.	Shared standards and methods that are assigned owners who help improve them. There is a process in place to manage changes to standards and methods. The standards and methods are deployed through various channels including through demonstrations by experienced practitioners. Enforcing proper use of the standards and methods may be informal, relying primarily on persuasion.	The management of BPM standards and methods includes assigned owners, a prescribed process for change and maintenance, and an approach for identifying new developments in the BPM field which might lead to innovation. Exceptions and non-compliance regarding the use of standards and methods are managed. Training in the use of relevant BPM standards and methods is a requirement for practitioners.	In addition to specifying clear owner responsibilities, the management of BPM standards and methods uses collaborative techniques, such as "crowdsourcing," to identify and design improvements. Standards and methods are validated for effectiveness and continuously improved. BPM practitioners are trained, coached, and audited on the proper use of standards and methods.
8	Foundation	Technologies	What are the characteristics of BPM technologies used in your enterprise?	Technologies for documenting, organizing, evaluating, automating, and supporting the execution of the organization's processes.	No technologies for process documentation are available, or at best general purpose productivity tools (e.g., Visio, Word, PowerPoint) are used to describe or document processes.	BPM technology includes one or more process documentation, modelling, or analysis tools being used and evaluated. Some workflow automation solutions may be in place but are not built on a common enterprise platform. Individual teams or groups may select their own BPM technologies without guidance.	Multiple approved technologies are available to support the enterprise's primary BPM needs, including software that facilitates broad-based collaboration on processes. The enterprise has identified and is using an approved set of technologies for automation solutions. A process repository is maintained and easily accessible. Enterprise Architecture artifacts, such as software applications that support the execution of processes, can be cross-referenced in process models.	In alignment with business needs, a functionally rich set of BPM technologies has been implemented to address process discovery, documentation, analysis and reporting, improvement, change management, execution support for manual steps, and automation and simulation. Enterprise Architecture and BPM technologies are rationalized and consolidated.	In addition to having a functionally rich, non-redundant set of BPM technologies that optimally address business needs, the enterprise has comprehensively cross-referenced process content with other Enterprise Architecture artifacts, enabling agile response and process reconfiguration when change occurs.

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9	Foundation	Technologies	How are BPM technologies managed and supported in your enterprise?	Technologies for documenting, organizing, evaluating, automating, and supporting the execution of the organization's processes.	No support for BPM technologies is in place. Support for general purpose tools is available through traditional channels and procedures.	BPM technologies are operated by individuals or groups who have purchased/licensed them, and/or by IT groups contracted by personnel driving BPM, but support services related to the technologies may be minimal.	BPM technologies are managed and supported by one or more people or groups which: establish SLA's in consideration of user needs and application capabilities, and ensure compliance with Enterprise Architecture (EA) standards. Operations of BPM technologies are supported by one or more IT technical service groups. Training and function/feature advice is available through subject matter experts.	BPM technologies are managed by a designated person or group which, with an enterprise perspective, addresses business needs, oversees application performance, ensures EA compliance, communicates with vendors, and plans for introduction and sun-setting of BPM applications. Operations of BPM technologies are supported by a group which, in addition to running and maintaining the technologies, is able to provide guidance to users on effective use of BPM technology features and functions. Self-paced training options and a self-service knowledge base also are available.	BPM technologies are managed by a designated person or group which, on behalf of the enterprise, oversees operations and new capability development and deployment. This person or group participates in preferred vendor product development activities, and continuously scans and evaluates leading-edge capabilities of potential value to the enterprise. A BPM technologies technical support group maintains application performance, provides various options to users for help with software functions and features, and contributes product development ideas.
10	Foundation	Stakeholder Management	Who are considered to be the stakeholders for BPM in your enterprise?	The identification and management of business and IT stakeholders to generate understanding, enthusiasm, and commitment with regard to process management; this may include communication about process management approaches, success stories, lessons learned, potential value opportunities, and value realized.	There is no accountable group to address the concerns of stakeholders. At best, some attention is paid to key stakeholder concerns on large process-related projects.	Stakeholders include a growing community of practitioners involved in BPM-related activities. Stakeholders also include managers and executives who are cultivated as promoters of BPM.	Process owners and process sponsors spanning all levels of management are a key stakeholder group through which process thinking is fostered. An expectation is established that process performers are considered key stakeholders of every change effort. BPM initiative sponsors who are actively driving BPM capability development are a key stakeholder group, as are BPM practitioners who implement technologies, standards, and methods throughout the enterprise.	All staff in the enterprise and selected third parties are considered stakeholders of the BPM effort.	All staff in the enterprise, customers, suppliers, and partners are considered important stakeholders. The enterprise's BPM achievements attract the interest of industry peers, shareholders, the wider business community, educational institutions, research consortiums, and possibly even governmental or regulatory organizations and NGO's.
11	Foundation	Stakeholder Management	How is the value of BPM to stakeholders measured, monitored, and communicated?	The identification and management of business and IT stakeholders to generate understanding, enthusiasm, and commitment with regard to process management; this may include communication about process management approaches, success stories, lessons learned, potential value opportunities, and value realized.	At best, success stories and lessons learned from process-related projects are informally communicated to interested parties on an ad hoc basis.	Promotional materials (e.g., explaining the benefits of BPM, perhaps using some examples), demonstrations of technology, process-related educational materials, and/or training on methods and technologies are used to advance the case for widespread development of BPM capabilities. Internal BPM promoters and practitioners are an important source of communications, and they seek opportunities to communicate among themselves and with those in positions of influence who can sponsor and fund process management efforts. BPM technology vendors and other external parties also may contribute to learning and discussions. Discussions take place among managers about the value of BPM and how to tap into it.	Benefits from BPM efforts are reported and aggregated. In addition to promoting BPM principles and benefits, internal communications provide guidance about implementation of BPM. Executive sponsors receive progress reports on the BPM initiative. Managers receive packaged messaging to help them articulate the value of BPM and how to implement it successfully. BPM education and training programs and BPM Communities of Practice (CoP's) engage managers, staff, and BPM practitioners. A BPM stakeholder plan helps ensure issues are identified and addressed.	Communications address the "how to" of BPM. Process metrics, estimates of financial and non-financial benefits from BPM efforts, and external benchmarks are widely shared internally. Successful BPM case studies are shared externally. Executives, managers, and BPM practitioners receive communications support and coaching to enable them to take an active role with stakeholder groups. Targeted training and certification programs reinforce BPM practices and principles. Communities of Practice (CoP's) are extended to include customers, suppliers, and/or partners. The BPM support group facilitates CoP events and dissemination of CoP outputs. A BPM stakeholder plan distills broad-based stakeholder input and feedback to drive program improvements.	Communications about BPM to internal stakeholders is deeply embedded in the culture and covers many aspects of performance, improvement benefits, projects underway, and BPM education and training. A wide array of communication channels is used, including Communities of Practice (CoP's), webpages, published papers and presentations. Externally, case studies, articles, and other communications enhance enterprise prestige with customers and other stakeholders. At this level of maturity, executives are so knowledgeable about BPM that they need little coaching. Executives receive regular updates on process management efforts so they can include specific highlights in their communications. Events sponsored by the enterprise may include conducting BPM discussions with targeted external stakeholder groups. A BPM stakeholder plan addresses the needs of all relevant stakeholder groups.

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12	Implementation	Scope of Implementation	What processes are being managed (i.e., documented, measured, assessed, and improved)?	The range of processes being managed, and the extent to which process management implementation takes into account organizational context such as organizational structure, strategies, priorities, and culture.	At best, process management practices, if they exist at all, are applied to commonly recognized, high-risk processes.	High-risk processes and some operational processes are being managed.	All operational processes are managed, and process management is extending to management processes. Attention is given to key process interfaces involving customers and suppliers of the organization.	All of the key processes used by the organization are managed, including operational processes and management processes such as strategic and business planning, portfolio management, and project management. Process interfaces with customers and suppliers are specified and managed.	All processes are managed at a level of intensity appropriate to their importance, and key process interfaces with customers, suppliers, partners, and regulators are seamless and transparent between relevant parties.
13	Implementation	Scope of Implementation	What organizational context such as structure, strategies, and culture are considered in defining the scope of process management implementation?	The range of processes being managed, and the extent to which process management implementation takes into account organizational context such as organizational structure, strategies, priorities, and culture.	The scope of process management implementation is driven by individual objectives or priorities.	The scope of process management implementation is driven by short-term objectives.	The scope of process management implementation is aligned with organizational structure, strategies, and culture.	The scope of process management implementation helps evolve the organizational structure and culture to be in harmony with business strategy.	The scope of process management implementation is informed by leading-edge, innovative thinking inside and outside the organization and addresses the needs and priorities of the extended enterprise.
14	Implementation	Process Architecture	What are the characteristics of the process architecture artefact for your business unit or department?	Structure and documentation of the organization's processes, including names, definitions, objectives, roles, flows and relationships.	No process documentation exists, or at best, documentation of individual processes is unmanaged, static, and has varying formats and levels of detail.	A high-level process catalogue or graphical representation has been documented. Some individual processes are documented but not in the context of a complete process architecture.	Definitions, objectives, key responsibilities, and inter-relationships of key processes have been documented in a central repository using a standard format. Updates are made when processes change. Many important processes have their procedures documented in detail.	Continuously updated representations of processes in a comprehensive architecture include process objectives, procedural steps, timing, inputs and outputs, responsible parties, metrics, and supporting tools and references. Interfaces and hand-offs between processes are clearly identified. Many Enterprise Architecture artifacts, such as applications which support processes or information types that flow through processes, are cross-referenced for each process.	A highly articulated, continuously updated process architecture includes comprehensive information that is relevant to process performers, managers, and analysts. The process architecture also cross-references all relevant Enterprise Architecture artifacts for the sake of analysis and change planning. The architecture includes, as appropriate and useful, documentation of process components that extend beyond the organization, e.g., to internal and external customers, suppliers, and partners.
15	Implementation	Process Architecture	How is the process architecture artefact managed in your business unit or department?	Structure and documentation of the organization's processes, including names, definitions, objectives, roles, flows and relationships.	There is no process architecture artefact to manage, or at best each functional area decides the amount and depth of documentation associated with its own processes.	Process definitions and objectives are maintained within each functional area, but standards regarding the quality or completeness of this information are minimal. Updates may not be timely.	The ownership of the process architecture artefact is defined, and an assigned group maintains and updates inter-process aspects of the process architecture artefact as requested. Process definitions and objectives, as well as more detailed process documentation, generally comply with standards and process owners maintain them as processes change.	Responsibilities to maintain and update the process architecture artefact may be dispersed among process owners who work together to manage changes across organizational boundaries. All process documentation complies with standards and process owners ensure consistency between documentation and reality.	Management of process documentation and of the process architecture itself is optimized through a federated or cascaded structure that is designed to achieve both local accountability and strategic alignment of processes (top-down and across value chains).
16	Implementation	Process Architecture	How is the process architecture artefact used in your business unit or department?	Structure and documentation of the organization's processes, including names, definitions, objectives, roles, flows and relationships.	Process documentation is rarely used in problem-solving or in navigating change.	When process-related problems arise, process documentation is referenced for conducting root cause analysis. The process architecture, to the extent it exists, is used during organization re-designs to highlight key interface points.	Depictions of process flows are used for collaborative discussions between IT and business personnel about improvement opportunities and root cause analysis. The "old and new" process architectures are, respectively, a key input to and a key output from organizational design and staff sourcing projects.	A central process repository is treated as the "single source of truth" about how work gets done across the organization and is the key reference for all discussions related to processes. The process architecture significantly influences organizational design and staff sourcing decisions, and is a critical planning, change management, and communication tool during organizational change efforts.	Personnel are fluent in the use of the process architecture to understand process characteristics and to pinpoint and evaluate areas for improvement and change. The process architecture and the organizational design are optimally aligned, and the process architecture is highly adaptive when change is required.

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17	Implementation	Process Governance	What is the scope of process governance in your business unit or department?	Governance for the processes being addressed which may include a governance body, decision rights, policies, process ownership/ stewardship roles and responsibilities, and measures to evaluate progress against process objectives. As BPM maturity increases, process governance also includes aligning process-related efforts with the implementing organization's strategies and objectives.	No process governance exists, or at best rules and reporting mechanisms exist for the most critical compliance-related processes such as financial and regulatory reporting.	Rules and reporting mechanisms are in place for compliance-related processes and for the highest priority processes. Owners for some high priority processes are defined. Metrics for some processes are tracked, and findings of non-compliance are reported to managers. Audit teams provide primary governance over processes and deliverables of the processes.	Rules, reporting, and audit mechanisms exist for all key processes. Ownership responsibilities for all key processes are defined and assigned. A complete set of metrics for key processes has been defined and operationalized. Responsibilities for process governance are assigned to appropriate management teams, and exceptions are reported to them.	Rules, reporting, and audit mechanisms, and ownership responsibilities exist for all processes in accordance with their criticality. The organization uses measurement dashboards that display the performance of every process that has sufficient value to merit monitoring. Results measures also are displayed so relationships between process performance and related results are better understood. Process governance responsibilities are defined and integrated with broader organizational governance mechanisms.	Process governance and ownership policies and practices extend across and beyond the organization to include process interfaces with customers, partners, and suppliers. Process performance and risk are measured, prioritized, and presented—in real-time, if helpful—to management and staff to improve understanding and decision making. Correlations of these measures to overall organizational and business performance have been defined and are effectively presented. Process governance responsibilities are integrated with general organizational governance and with enterprise process governance.
18	Implementation	Process Governance	How is BPM integrated into the activities and culture of your business unit or department?	Governance for the processes being addressed which may include a governance body, decision rights, policies, process ownership/ stewardship roles and responsibilities, and measures to evaluate progress against process objectives. As BPM maturity increases, process governance also includes aligning process-related efforts with the implementing organization's strategies and objectives.	Training on standard operating procedures and compliance-related activities meets minimal requirements. At best, management pays attention to processes when problems arise that point to a process-related root cause.	Some personnel have attended process management training. When process changes are made, training is provided to process performers. Compliance requirements—e.g., safety training, regulatory reporting—are tracked to ensure process completion. Projects that address processes generally are launched by managers as the result of performance issues or external pressures that require change, but some discretionary process improvement projects may be happening.	Most of the workforce is trained to understand the role of processes in effective execution and improvement. Execution support tools (e.g., electronic job aids) are often developed for personnel performing process roles. Process-related projects are built into the organization's business plans driven by a periodic (e.g., annual) assessment of opportunities to improve performance. Process owners have a significant role in specifying improvement plans. A management-level Process Governance Board governs the documentation of processes, approves changes to the process architecture, and oversees performance of the process improvement portfolio.	The entire workforce is trained to be competent in the organization's approach to BPM. Execution support tools have been deployed to most personnel to enable better performance of process roles. Prioritized process-related projects are identified and built into the organization's business plans based on projected impact. Process owners have significant roles in assessment, planning, and implementation. A BPM Coordinator (or comparable role) oversees prioritization and sequencing of projects. Compliance monitoring and reporting for high-risk activities is automated. A Process Governance Board facilitates broad-based reinforcement of process improvement and innovation, and facilitates accountability for process performance.	A BPM curriculum, customized based on role, is part of every employee's development, including specialized training for standard process roles. Execution support tools for all roles are in place, and they are continuously evaluated and improved. Prioritized process-related projects and BPM capability development projects are built into the organization's business plans to yield a portfolio of projects that maximizes long-term value. All project plans and operational plans address process change. Compliance monitoring and reporting is automated, and many other routine processes are orchestrated through web-based interfaces. All managers are trained, coached, and held accountable to provide effective reinforcement for process performance. At this level of maturity, an organization may have switched from a functional or regional operating model to a process-based operating model where budgets and organizational structures are aligned with processes.

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19	Implementation	Process Governance	How is value of the BPM effort measured and communicated in your business unit or department?	Governance for the processes being addressed which may include a governance body, decision rights, policies, process ownership/stewardship roles and responsibilities, and measures to evaluate progress against process objectives. As BPM maturity increases, process governance also includes aligning process-related efforts with the implementing organization's strategies and objectives.	If it is done at all, measurement of the financial impact of process-related efforts is ad hoc on a project by project basis. Perceived benefits of process efforts, if any, may receive ad hoc citations by managers.	Benefits from process improvement projects are measured by improvements in on one or more process measures (e.g., cycle time, product quality). These benefits may be translated to money, but calculated claims may be made without rigorous verification. The results of successful efforts may be highlighted in case studies which emphasize operational and capability improvements.	Financial rigor is applied to identifying and tracking value from process improvement projects. Process benchmarking is an emerging competency of the organization and it is used to measure maturity and to reveal opportunities. The value of the BPM approach (i.e., common BPM standards, methods, technologies, training, and implementation enablement) is assessed through internal surveys. Measures such as value of process improvement projects and risk reduction statistics are reported and case studies are shared to communicate benefits derived from process-related projects.	Validated financial and non-financial value from BPM efforts is captured and communicated. Process benchmarking is a strong competency of the organization. Measures of maturity and identification of gaps regularly drive capability development efforts. The value of the BPM approach is widely communicated with emphasis on management commitment to process improvement, efficient low-risk implementation, and rapid realization of benefits. A variety of measures associated with the benefits of process management are widely reported.	Financial and non-financial benefits from BPM efforts are captured, validated, communicated, and widely accessible for review. Process benchmarking is optimized to reveal the biggest opportunities for improvement. Benchmarking sources are regularly evaluated to maintain a world-class perspective on capabilities, including BPM. The value of the BPM approach is assessed and communicated in terms of effective and sustained realization of benefits, increased enablement and satisfaction of employees, and increased frequency of innovations. A multitude of measures and information is accessible on process performance, improvement benefits, and BPM maturity development.
20	Implementation	Process Improvement	What types of methods and techniques are used for process improvement and process innovation in your business unit or department?	The selection and use of evaluation, redesign and improvement methods to change an organization's activities in pursuit of a desired outcome (e.g., improved efficiency, reliability, quality).	There is reliance on the experience and dedication of individuals to overcome poorly designed processes. Ad hoc improvements may be made by employees or supervisors using ad hoc methods.	One or more process improvement methodologies have been used in the past year, but a sustained process improvement practice has not yet been committed to by management. Initial attempts to automate processes may be underway.	Standard process improvement methods, e.g., Lean, are applied regularly. Automation-based process improvements are demonstrating value.	A wide range of improvement needs are served with well-developed process improvement methods, e.g., Lean, Six Sigma, that are systematically applied. Simulation technologies are used for optimization. Automation technology is applied widely to increase efficiency and reliability, and to ensure human resources are deployed on high-value activities.	A comprehensive set of process improvement methods is applied in agile combinations to best serve each project's objectives. The organization readily experiments with and adapts newly introduced methods that address business needs. New capabilities are integrated with automation, simulation, analysis, and optimization technologies and methods.
21	Implementation	Process Improvement	How are process improvement and process innovation opportunities identified and selected in your business unit or department?	The selection and use of evaluation, redesign and improvement methods to change an organization's activities in pursuit of a desired outcome (e.g., improved efficiency, reliability, quality).	Little or no process improvement takes place, or at best local process improvement efforts are driven by self-selected champions or individual managers. Initial process improvements may be derived from process definition or documentation efforts that reveal actionable insights.	Identification and selection of process improvement projects is ad hoc, usually driven by a manager as a result of performance concerns or compliance issues, although some discretionary investments in processes may be underway sparked by a few successful examples. These projects are often narrowly targeted and have local (tactical) benefits. A process improvement initiative may be launched, but the initiative may seem more like a short-term program rather than a sustainable change in both management and operational practices.	Management requires process owners to identify, nominate, and sponsor improvement projects as part of the organization's business planning and implementation cycle. Both strategic and tactical projects are included in the portfolio. Personnel have the means and ability to make suggestions for process improvements, and these suggestions are taken into account by process owners. Low-cost improvements are implemented rapidly.	Management has built into its practices the regular evaluation, prioritization, and selection of process improvement projects. Projects are cultivated that have the potential for strategic impact (that is, high value, cross-organization, cross-geography). The organization also promotes process improvements through many ad hoc collaborations by individuals who identify and implement small-to medium-sized improvement opportunities for little or no cost.	Management endorses a regularly updated portfolio of prioritized, optimally sequenced process improvement and process innovation projects that influence the evolution of the business model. Management's understanding and discussion of process performance and process structure reveals insights which sometimes lead to innovations in the way work is organized. Customers and suppliers may participate in such discussions. Innovation teams also may be commissioned periodically to identify and assess large-scale opportunities. The workforce actively participates in improvement ideation, process design, performer enablement, user acceptance, and adoption assurance.
22	Implementation	Process Automation	Which types of processes are automated or orchestrated in your business unit or department?	The use of technologies to simulate, automate, orchestrate, integrate, and monitor steps in a process.	No processes are automated, or at best parts of routine, high volume processes may be automated, such as those associated with standard transactions.	Some routine, transactional processes are automated (e.g., invoice payment). Some business critical processes (e.g., management of change, supplier payment approval) may have automation applied to them for the purposes of monitoring and control rather than for efficiency purposes.	Many high-value transactional, operational and planning processes have been automated for the sake of reliability, efficiency, enablement, and control.	Process automation is widespread across most operational and management functions. Some automated processes are packaged as services that can be requisitioned by business users.	Process automation and optimization are widespread, even extending beyond the enterprise's boundaries. There is a large catalogue of automated processes packaged as services.

Innovation Value Institute: Business Process Management Maturity Assessment Tool

				Maturity Levels					
Q #	C A T	C B B	Question	Tooltip text	1	2	3	4	5
23	Implementation	Process Automation	What is the range of technologies used for process automation and simulation, and how are they managed and applied?	The use of technologies to simulate, automate, orchestrate, integrate, and monitor steps in a process.	No process automation technologies are used, or at best process automation is either custom-programmed by IT personnel on a case-by-case basis, or it is achieved using narrowly-purposed workflow applications.	In addition to custom workflow solutions and specific workflow applications, there are some reusable task-level automations such as those performed by web services. Pilots with one or more automation platform technologies are underway.	One or more automation platform technologies is being used by IT to design, develop, and implement automations that increase productivity. As needed, simulation and analysis technologies are used to assist with process optimization. A Service-Oriented Architecture (SOA) repository or registry is available for provisioning services that are used in workflow automations.	IT personnel devoted to automation and optimization capabilities provide to the enterprise a standard engagement approach and a suite of technologies, as justified by business needs, for automation, simulation, analysis, reporting, and web service provisioning. Automation designs are easily analysed and modified to accommodate process and information architecture changes.	The methods and technologies for automation, simulation, analysis, reporting, and web service design and provisioning are standardized and periodically evaluated for improvement or upgrade in accordance with the needs and priorities of the organization. Automation technologies enable agile, real-time adaptation.
24	Implementation	The IT Contribution	What unique contribution does the IT function provide to the organization in the context of business process management?	IT's role in providing enterprise perspective and insight that contributes to or drives business process management effectiveness.	IT provides technical analysis and support for identifying and implementing process improvements.	IT brings enterprise-wide, system-level understanding to process planning, risk/impact assessment, solution definition and execution.	IT participates in business process planning. IT provides enterprise-wide understanding and relationships across business processes. IT facilitates process definition and maintains connections between business processes and underlying technical solutions.	Proactively, IT brings relevant, innovative practices and tools to enhance the BPM foundation and the use of BPM in the organization.	IT provides thought leadership in identifying areas of improvement and innovation in business processes.