

PLAIN ENGLISH PROCESS MANAGEMENT FRAMEWORK

3. OPERATE PROCESS

3.1 PROVIDE RESOURCES TO FACILITATE PROCESS OPERATIONS

3.1.1 PROVIDE THE EXPERTISE NEEDED TO OPERATE YOUR PROCESS

1	Provide the managers needed to manage process operations.	DO	DN	NA
2	Acquire the knowledge that managers need to manage process operations and achieve conformity of outputs.	DO	DN	NA
3	Consider internal sources of knowledge about managing processes.	DO	DN	NA
4	Consider external sources of knowledge about managing processes.	DO	DN	NA
5	Share the knowledge that managers need to manage process operations and achieve conformity of outputs.	DO	DN	NA
6	Deliver suitable process management training and awareness programmes to process managers.	DO	DN	NA
7	Provide the personnel needed to operate your process.	DO	DN	NA
8	Acquire the knowledge that personnel need to operate your process and achieve conformity of outputs.	DO	DN	NA
9	Consider internal sources of knowledge about process operations.	DO	DN	NA
10	Consider external sources of knowledge about process operations.	DO	DN	NA
11	Share the knowledge that personnel need to operate your process and achieve conformity of outputs.	DO	DN	NA
12	Deliver suitable process training and awareness programmes to support process operations.	DO	DN	NA

3.1.2 PROVIDE THE TECHNOLOGY NEEDED TO OPERATE YOUR PROCESS

13	Provide the software needed to operate your process.	DO	DN	NA
14	Provide software needed to support operations and achieve conformity of outputs.	DO	DN	NA
15	Provide the hardware needed to operate your process.	DO	DN	NA
16	Provide hardware needed to support operations and achieve conformity of outputs.	DO	DN	NA

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3.1.3 PROVIDE THE INFRASTRUCTURE NEEDED TO OPERATE YOUR PROCESS

17	Provide the infrastructure needed to support process operations and achieve conformity of outputs.	DO	DN	NA	
18	Provide the physical infrastructure needed to support process operations and achieve conformity of outputs.	DO	DN	NA	
19	Provide the electrical infrastructure needed to support process operations and achieve conformity of outputs.	DO	DN	NA	
20	Provide the transportation infrastructure needed to support process operations and achieve conformity of outputs.	DO	DN	NA	
21	Provide the communications infrastructure needed to support process operations and achieve conformity of outputs.	DO	DN	NA	

3.2 ASK PROCESS OWNERS TO MANAGE PROCESS OPERATIONS

3.2.1 EXPECT PROCESS MANAGERS TO ADDRESS RISKS AND OPPORTUNITIES

22	Expect process managers to identify the operational risks that could affect their ability to meet requirements.	DO	DN	NA	
23	Expect process managers to identify risks and opportunities.	DO	DN	NA	
24	Expect them to consider whether they have the capacity or are capable of meeting requirements.	DO	DN	NA	
25	Expect them to consider whether output delivery time frames can be accommodated.	DO	DN	NA	
26	Expect them to consider whether the use of new technologies could influence performance.	DO	DN	NA	
27	Expect process managers to identify the opportunities that could improve their ability to meet requirements.	DO	DN	NA	
28	Expect process managers to cope with process risks and opportunities.	DO	DN	NA	
29	Expect process managers to manage and control process risks.	DO	DN	NA	
30	Expect them to consider all of their risk treatment options.	DO	DN	NA	

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31	Expect them to consider avoiding or reducing their risk.	DO	DN	NA
32	Expect them to consider eliminating the source of their risk.	DO	DN	NA
33	Expect them to consider retaining the risk or sharing it with others.	DO	DN	NA
34	Expect them to consider modifying the probabilities or consequences.	DO	DN	NA
35	Expect process managers to define actions to address risks and opportunities.	DO	DN	NA
36	Expect them to define actions that they can take to address the risks that could weaken the performance of their process or disrupt or damage operations.	DO	DN	NA
37	Expect them to consider the potential impact on outputs when they define the actions they plan to take to address process risks.	DO	DN	NA
38	Expect them to figure out how they're going to implement these actions and how they're going to make them part of their process.	DO	DN	NA
39	Expect them to figure out how they're going to evaluate the effectiveness of the actions they take to address process risks.	DO	DN	NA
40	Expect process managers to exploit process improvement opportunities.	DO	DN	NA
41	Expect managers to define actions to exploit process improvement opportunities.	DO	DN	NA

3.2.2 EXPECT PROCESS MANAGERS TO IMPLEMENT POLICIES AND PROCEDURES

42	Expect process managers to implement process policies.	DO	DN	NA
43	Expect managers to implement business policies.	DO	DN	NA
44	Expect managers to implement quality policies.	DO	DN	NA
45	Expect managers to implement safety policies.	DO	DN	NA
46	Expect managers to implement security policies.	DO	DN	NA
47	Expect managers to implement continuity policies.	DO	DN	NA
48	Expect managers to implement environmental policies.	DO	DN	NA
49	Expect process managers to implement process procedures.	DO	DN	NA

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50	Expect managers to implement business procedures.	DO	DN	NA
51	Expect managers to implement quality procedures.	DO	DN	NA
52	Expect managers to implement safety procedures.	DO	DN	NA
53	Expect managers to implement security procedures.	DO	DN	NA
54	Expect managers to implement continuity procedures.	DO	DN	NA
55	Expect managers to implement environmental procedures.	DO	DN	NA

3.2.3 EXPECT PROCESS MANAGERS TO SPECIFY OUTPUT REQUIREMENTS AND CABILITIES

56	Expect process managers to determine requirements for outputs offered to customers.	DO	DN	NA
57	Expect managers to determine statutory and regulatory requirements for outputs.	DO	DN	NA
58	Expect managers to determine your organization's own requirements for outputs.	DO	DN	NA
59	Expect managers to determine any additional "special requirements" for outputs.	DO	DN	NA
60	Expect managers to identify requirements that may be especially difficult to meet.	DO	DN	NA
61	Expect them to identify requirements that force them to operate at the limit of their technical capability.	DO	DN	NA
62	Expect them to identify requirements that force them to operate at the limit of their process capability.	DO	DN	NA
63	Expect process managers to review output requirements before accepting an order.	DO	DN	NA
64	Expect managers to review output requirements before making a commitment to supply outputs to customers.	DO	DN	NA
65	Expect managers to coordinate reviews with applicable functions within your organization.	DO	DN	NA
66	Expect them to review all documented requirements before accepting an order.	DO	DN	NA
67	Expect them to review output requirements specified by customers.	DO	DN	NA
68	Expect them to review delivery and post-delivery requirements before proceeding.	DO	DN	NA

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69	Expect them to review output requirements specified by regulatory bodies.	DO	DN	NA
70	Expect them to review applicable statutory and regulatory requirements.	DO	DN	NA
71	Expect them to review output requirements specified by interested parties.	DO	DN	NA
72	Expect them to review output requirements specified by your organization.	DO	DN	NA
73	Expect them to review all undocumented requirements before accepting an order.	DO	DN	NA
74	Expect them to review unstated requirements needed for specified or intended use.	DO	DN	NA
75	Expect process managers to clarify all differences between the original proposal and the final order.	DO	DN	NA
76	Expect process managers to review all orders and contractual requirements that have been modified.	DO	DN	NA
77	Expect process managers to coordinate the review of contracts and orders that have been modified.	DO	DN	NA
78	Expect them to resolve all differences between the original proposal and the final order.	DO	DN	NA
79	Expect them to negotiate mutually acceptable requirements with customers whenever some customer requirements cannot be met.	DO	DN	NA
80	Expect them to amend all relevant documented information to reflect changes in customers' output requirements.	DO	DN	NA
81	Expect them to distribute amended information to all relevant people.	DO	DN	NA
82	Expect process managers to confirm that they can meet output requirements.	DO	DN	NA
83	Expect process managers to confirm that they can meet undocumented customer requirements before making a commitment to supply outputs.	DO	DN	NA
84	Expect process managers to document the review of output requirements.	DO	DN	NA
85	Expect process managers to document the results of output requirement reviews.	DO	DN	NA
86	Expect process managers to retain documents that record results of their reviews.	DO	DN	NA

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87	Expect process managers to control documents that record results of their reviews.	DO	DN	NA	
88	Expect process managers to document any new or changed output requirements.	DO	DN	NA	
89	Expect process managers to retain documents that record new or changed requirements.	DO	DN	NA	
90	Expect process managers to control documents that record new or changed requirements.	DO	DN	NA	
91	Expect process managers to amend documents when output requirements change.	DO	DN	NA	
92	Expect managers to control documents that record changes in output requirements.	DO	DN	NA	
93	Expect process managers to amend all relevant documented information to reflect changes in customers' output requirements.	DO	DN	NA	
94	Expect them to retain documents and records that describe new or modified output requirements.	DO	DN	NA	
95	Expect them to share amended information with relevant personnel.	DO	DN	NA	

3.2.4 EXPECT PROCESS MANAGERS TO COMMUNICATE WITH THEIR PROCESS CUSTOMERS

96	Expect process managers to provide information to customers.	DO	DN	NA	
97	Expect process managers to share information about process outputs.	DO	DN	NA	
98	Expect process managers to discuss contingency plans (when relevant).	DO	DN	NA	
99	Expect process managers to clarify specific requirements for action.	DO	DN	NA	
100	Expect process managers to obtain information from customers.	DO	DN	NA	
101	Expect process managers to obtain information about orders and contracts.	DO	DN	NA	
102	Expect process managers to receive information about changes to orders and contracts.	DO	DN	NA	
103	Expect process managers to obtain information about process outputs.	DO	DN	NA	
104	Expect process managers to gather customer feedback about process outputs.	DO	DN	NA	
105	Expect process managers to gather complaints about their process outputs.	DO	DN	NA	

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106	Expect process managers to obtain information about property supplied by customers.	DO	DN	NA	
107	Expect process managers to manage and control property supplied by customers.	DO	DN	NA	
3.2.5 EXPECT PROCESS MANAGERS TO EVALUATE AND SELECT THEIR EXTERNAL PROVIDERS					
108	Expect process managers to accept responsibility for externally provided processes, products, and services.	DO	DN	NA	
109	Expect them to accept responsibility for conformity of external processes, products, and services.	DO	DN	NA	
110	Expect them to accept responsibility for the conformity of processes, products, and services that are defined by customers and provided to them by external providers.	DO	DN	NA	
111	Expect process managers to identify risks related to the external provision of processes, products, and services.	DO	DN	NA	
112	Expect them to identify risks related to the selection and use of external providers and external sources.	DO	DN	NA	
113	Expect process managers to define data and criteria to manage external process, product, and service providers.	DO	DN	NA	
114	Expect them to use data and criteria to evaluate external process, product, and service providers.	DO	DN	NA	
115	Expect them to use data from reliable external sources to evaluate external providers.	DO	DN	NA	
116	Expect them to use data from customer organizations to evaluate external providers.	DO	DN	NA	
117	Expect them to use data from government authorities to evaluate external providers.	DO	DN	NA	
118	Expect them to use data from accredited certification bodies to evaluate external providers.	DO	DN	NA	
119	Expect them to use criteria to evaluate external process, product, and service providers.	DO	DN	NA	
120	Expect them to evaluate and re-evaluate their ability to meet specified requirements.	DO	DN	NA	
121	Expect them to document their external evaluation and re-evaluation activities.	DO	DN	NA	
122	Expect them to retain and control a record of evaluation and re-evaluation activities.	DO	DN	NA	

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123	Expect them to use data and criteria to select external process, product, and service providers.	DO	DN	NA	
124	Expect them to use data from reliable external sources to select external providers.	DO	DN	NA	
125	Expect them to use data from customer organizations to select external providers.	DO	DN	NA	
126	Expect them to use data from government authorities to select external providers.	DO	DN	NA	
127	Expect them to use data from accredited certification bodies to select external providers.	DO	DN	NA	
128	Expect them to use criteria to select providers that can meet specified requirements.	DO	DN	NA	
129	Expect them to document provider selection activities and retain these documents.	DO	DN	NA	
130	Expect them to control documents that describe provider selection activities.	DO	DN	NA	
131	Expect them to record the approval status of each provider and to retain these records.	DO	DN	NA	
132	Expect them to record the scope of approvals and the work that has been authorized.	DO	DN	NA	
133	Expect them to specify what types of products and services have been approved.	DO	DN	NA	
134	Expect process managers to specify what they expect from external process, product, and service providers.	DO	DN	NA	
135	Expect process managers to identify process requirements.	DO	DN	NA	
136	Expect them to identify external process approval requirements.	DO	DN	NA	
137	Expect process managers to identify product requirements.	DO	DN	NA	
138	Expect them to identify external product acceptance requirements.	DO	DN	NA	
139	Expect them to identify statistical techniques that must be used.	DO	DN	NA	
140	Expect them to identify acceptance instructions that must be followed.	DO	DN	NA	
141	Expect them to identify external product approval requirements.	DO	DN	NA	
142	Etcetera ...	DO	DN	NA	

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