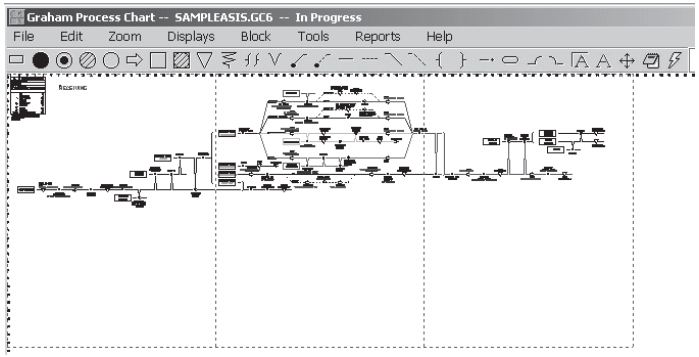
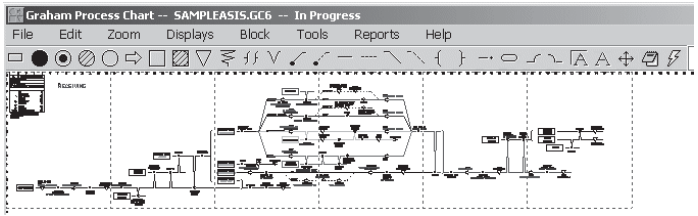
Printing Graham Process Charts

Charts can be printed using any Windows printer driver. Unlike most presentation applications, Graham charts are completely scalable — you choose the page size and the size of the chart when you print. If you have an impact printer or a plotter that handles continuous form paper, the charts can be printed on a single long strip!

Here is a chart with 70 steps set up to print on 3 pages...



Change the number of pages to 6 in the Print Setup Window and the chart spans 6 pages!



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The Ben Graham Corporation

Graham Process Mapping Software

Are your processes mapped?

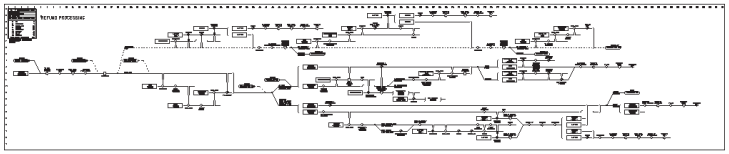
Do the maps show the step-by-step processing of each item in the process?
(Items are documents, files, computer screens, parts, products, emails, etc)
Are the value-added steps and control points clearly identified?
Are they clear enough that anyone can understand them?
Do they make improvement opportunities obvious?

Then, of course, you are using Graham Process Maps.

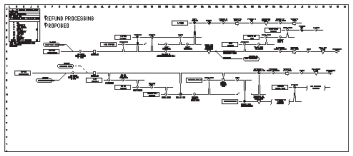
Are your maps routinely prepared in one day and updated in an hour?
Do they also generate Standard Operating Procedures in narrative form?

Then, of course, you are using Graham Process Mapping Software.

AS-IS



TO-BE



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The chart below shows the first 54 steps of a 70 step Receiving process.

What items are involved in this process?

Each Item in the process is represented as its own horizontal line. Each line begins with a Label that identifies the item. If you want to know what items are in a process, read the Labels...or if you are working with the software, take a look at the Table of Contents report that lists all the Labels.

Relationships between the items are shown with Effects and Brackets. Effects are the Vee shapes that point from one line (Source Item) into a symbol on another line (Target Item). The effect is a simple yet extremely powerful charting element -- it says that the activity that occurs at the point of the effect doesn't happen without the Source Item. In the sample chart below, the Shipping Papers that kick off this process provide the information that is entered in the Log Book at P17 and in the Receiving Database at M19. The Shipping Papers are then used to check the entries made into the Receiving Database. The checking occurs at the step at M21.

An **Opening Bracket** is used when Items are separated. It is immediately followed by Labels that identify the Items that have been separated. The 4-part Receiving Ticket is separated at K25. This step is followed immediately by an Opening Bracket containing four Labels that begin a separate flow line for each of the individual Receiving Ticket parts.

A **Closing Bracket** is used when Items are physically assembled. A Closing Bracket is shown immediately preceding the step at O31 where the Credit Copy of the Receiving Ticket is attached to the Shipping Papers.

Where is the work being done?

PRINTED IN RED

Transport symbols tell you every time the location changes. Just trace back from any symbol on an Item line to the last transport symbol to find out where you are. If you trace all the way back to the first symbol without reaching a transport symbol...it will tell you there too. (Since Effects show a relationship between two items, you can trace back "through" effects.) Where is the Receiving Database being checked at M21? Trace back to the first symbol at M19, follow the effect down to O19 and continue tracing to the Transport symbol at O9. It's in the Receiving Office! (TO: RECEIVING OFFICE)

Who is doing the work?

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Trace back step by step until you find the person. The person can change at any symbol (except delays where nobody is doing anything). If you trace all the way to the first symbol without finding a person specified, there will be a person specified there. The people involved in the sample process are displayed in blue: (BY: MESSENGER - See M31).

Where is most of the time spent?

Storage and Delays are displayed with their own symbol. It is common to find them at the end of a process line where they typically indicate long-term storage - See O35. But you also find them throughout the process. Delays generally account for over 95% of the processing time!

Where are the controls?

The Inspection symbol tells you that the item is being checked to see if it is right (correct, complete within standard, etc...). A small solid circle represents a Decision Point. Decisions are represented by multiple alternative lines radiating to the right of the Decision Point - see H32. When the decision Point follows an Inspection symbol, at least one of the alternative will be shown as a dotted line - see D39. A dotted line represents a Correction or Rejection routine.

Where is the "Value-added"?

Do symbols show value-added in manufacturing flows. In information flows, value-added steps are shown with Add/Alter symbols with one exception -- ***the first time information is entered on a document,*** an Origination symbol is used. This makes it easy to find new items that are created in a process. You can quickly spot the three of these that are displayed below.

Non-value-added steps are shown with the Handling operation symbol. These symbols tend to show up more often that any other. They identify the setup and put away steps in manufacturing processes and "paper shuffling" in information processes. By the way, keying through database screens, doing lookups and other electronic activities that don't change the information are all handling steps.

One special type of handling step is only found at the end of a process line. The Destroy symbol represents an activity that causes the Item to cease to exist. Its purpose is to show activities of purging and cleansing that are built into a system - See L34.

A person experienced with this methodology can collect the data and prepare a detailed chart twice the size of this sample chart in one day...easily! Documenting 100 steps of reality in a single day is a comfortable goal...and 200 or 300 steps or more is achievable.