



Management Service

Choose certainty.  
Add value.

### Information on process analysis

You have identified your processes, now it is time to face the challenge of analysing them.

Processes can be analysed in a number of ways. The turtle model has proven itself in practice, as it summarises the essential points in a clear and comprehensible form. Further it forms the basis for systematic risk management.

The turtle model makes the employee more aware of overlapping work areas, reveals dependancies, creates transparency and transmits readings.

You detect weak points in your processes and can more rapidly find the solutions to reach your goal:

mastering the processes.

# Analysis at its best

Or what Processes can Reveal  
about Themselves to the Company

TÜV SÜD Management Service GmbH





## Process analysis with the turtle model

[www.tuev-sued.com/  
processanalysis](http://www.tuev-sued.com/processanalysis)

The logic behind process analysis is to provide as clear a picture as possible of the ongoing processes running in the company. The turtle depicts a model, which combines a number of facts about the process in question.

### **Why bother?**

Processes within a company are shaped by people. To ensure that these people are highly content at their work it is essential that the processes function perfectly. This can only be achieved when all participants are aware of and fulfil their role within a process.

In the framework of customer orientation and continuous improvement within a company the optimisation of efficiency, effectiveness, quality and the increase in process performance play a decisive role. This is only possible when a company views its processes and activities with a process orientation, analyses these and takes consequential improvement steps. This reduces e.g. the complexity and the costs of the processes.

The transparency, which arises through the turtle model, represents a decision basis for the management, creating and maintaining company values. E. G. in the acquisition of machines or in the introduction of a new product. Simultaneously risk aspects are also included and considered.

### **Further possibilities for use**

The turtle model also provides a valuable service in

- Preparation for an internal and external audit,
- Risk identification and allocation,
- Clarification of common overlaps,
- Showing dependancies and links,
- Creating transparency.

The common analysis of a process is particularly successful when all participants are active (e.g. in quality circles). This approach not only makes the communication of process philosophy on all company levels easier but also leads to a better understanding of common overlaps and particularly of risks.

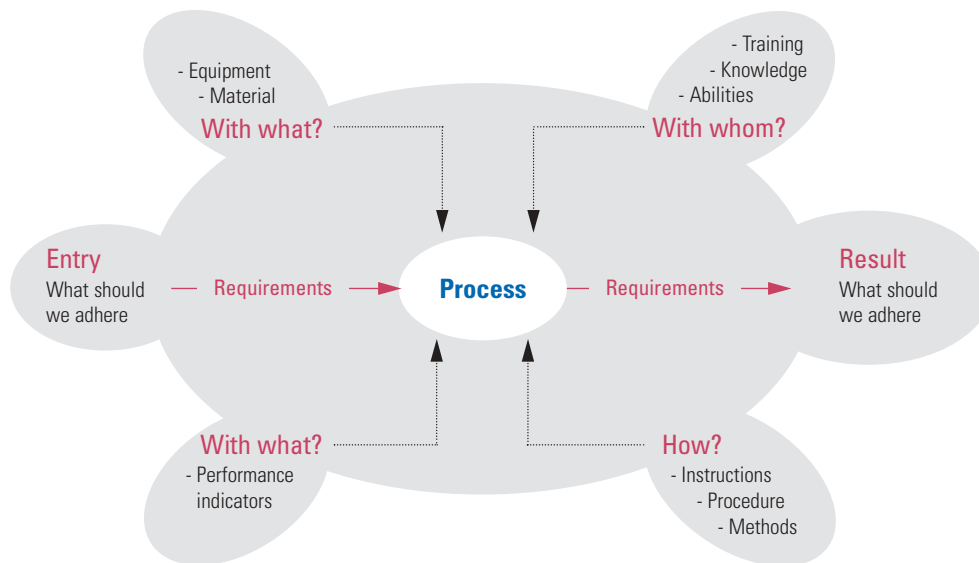




### The turtle model

Head and tail represent the input and output of the process.

Process analysis according to the "turtle-model"



The four legs represent the pillars of the process:

1. Material resources (equipment, material, infrastructure)
2. Personnel resources (qualified personnel)
3. Available know-how (procedural manuals, methods, techniques)
4. Performance indicators (parameters, measurements)





# The turtle model in practice

**Download:**  
[www.tuev-sued.com/  
 processanalysis](http://www.tuev-sued.com/processanalysis)

The most straightforward way to implement the turtle model is with the help of a structured form. It contains all relevant influence factors and enables a clear presentation of the process on one page. Even the most complex processes are clearly presented through this method.

Example for a standard process: "Contract review"  
**Worksheet for process analysis**

Process description:		Contract review	
Process manager:		Mrs. Sally Stemple	Process defined? <b>yes</b>

Process risks			
<b>With what (equipment, material)</b>	<ul style="list-style-type: none"> <li>Accuracy and precision of documents and ERP data</li> <li>System disruptions</li> <li>Insufficient virus protection in the small systems</li> </ul>	<ul style="list-style-type: none"> <li>None/insufficient introduction</li> <li>None/insufficient knowledge of customer needs</li> </ul>	<b>With whom (training, personnel, capability, knowledge)</b>
<b>Inputs</b>	<ul style="list-style-type: none"> <li>No customer order</li> <li>Insufficient base data</li> <li>Incorrect analysis of competitors</li> <li>Customer dissatisfaction</li> <li>Customer demands cannot be met</li> </ul>		<b>Output</b>
<b>With what (process indicators/parameters)</b>	<ul style="list-style-type: none"> <li>Exceeding offer date</li> <li>No measurable improvement</li> <li>Third analysis not meaningful enough</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient, false calculation</li> <li>Outdated requirements, instructions</li> </ul>	<b>How (instructions, procedures, methods, techniques)</b>
<b>With what (equipment, material)</b>	<ul style="list-style-type: none"> <li>EDV System, incl. PPS</li> <li>Internet connection</li> </ul>		<b>With whom (training, personnel, capability, knowledge)</b>
<b>Inputs</b>			<b>Output</b>
<b>With what (process indicators/parameters)</b>			<b>How (instructions, procedures, methods, techniques)</b>

Note: Please find a template of this chart at the end of the brochure.

**Process name and responsible party**

## Guide to using the form

Enter here the name of your identified and defined process and state who is responsible for it.

**What with?**

Depending on the characteristic of the process, the influence factors such as infrastructure, IT, rooms, machines, materials and equipment of all kinds are stated here.

**Who?**

The qualifications of the party responsible for the process is questioned at this stage. The necessary applicable qualifications are considered in the same way as for a new employee or part time employee and in some cases necessary languages are sought.

**How?**

Instructions, procedures, methods and techniques, which are used in the process are at the fore here. This are e. g. procedural and work instructions, user surface of software, checklists and also laws, which must be adhered to.

**Performance indicators**

Each process must function and be reliable. Process parameters are the primary method of process control. Changes are detected and measures defined for dealing with these changes. The indicators to be defined here affect solely the process in question.





## The aspect of process risks

As we know from daily working life, risks are ever present. Faulty infrastructures, badly trained employees, insufficiently detailed work instructions etc. can lead to errors and as such present a potential risk.

With the aid of the turtle model the risks are addressed in one working step with the process analysis. The questions "What with?", "Who?", "How?", which were already asked in process analysis, are used again.

### Core of the turtle model

Process risks		
With what?	<ul style="list-style-type: none"> <li>• Accuracy and precision of documents and EDP data</li> <li>• System disruptions</li> <li>• Insufficient virus protection in the email system</li> </ul>	<ul style="list-style-type: none"> <li>• None/insufficient introduction</li> <li>• None/insufficient knowledge of customer needs</li> </ul>
Input	<ul style="list-style-type: none"> <li>• No customer order</li> <li>• Insufficient base data</li> <li>• Incorrect analysis of competitors</li> <li>• Customer dissatisfaction</li> <li>• Customer demands cannot be met</li> </ul>	
With what?	<ul style="list-style-type: none"> <li>• Exceeding offer date</li> <li>• No measurable improvement</li> <li>• Trend analysis not meaningful enough</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient, false calculation</li> <li>• Outdated requirements, instructions</li> </ul>

### Risk-management as a whole

#### Process risk consideration as a whole

This systematic summarising of risks in all processes can, following the summary, be taken onto a higher company level and enables observation from a different perspective. This consolidation of all risks can be the basis for the process orientated approach to risks within your company.





## Strengths and weaknesses – recognition and understanding

You have defined your processes. You have analysed your processes. Now you should concentrate on recognising and assessing the strengths and weaknesses of your process.

Observation and analysis using the turtle model enables you to obtain comprehensive details about your process landscape. Enter this information into a SWOT (strengths, weaknesses, opportunities and threats) analysis.

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processanalysis](http://www.tuev-sued.com/processanalysis)

Strengths	Opportunities
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
Weaknesses	Threats
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>

**Note:** It is important to know that the allocation is left to the subjective judgement of the party completing the SWOT analysis.





## Suggestions, ideas, examples

[www.tuev-sued.com/  
processanalysis](http://www.tuev-sued.com/processanalysis)

To make it easier for you to complete the turtle form, you find a number of examples of each area of the form on these internet pages. We have identified the following standard processes for you and have listed the contents as an example:

- Enquiry – Offer
- Guarantee
- Acquisition
- Order processing
- Production planning, provision
- Component production
- Customer satisfaction
- Management
- Assembly
- Personnel
- Complaints
- Dispatch
- Entry of goods

The internet pages are constantly updated and extended.

## The "Process Forum"

Do you have your own ideas, are you looking for more suggestions or have you new examples for standard processes? Visit our Process Forum in the Internet. We would be pleased to include your experiences and suggestions on our internet site.

[www.tuev-sued.com/  
processforum](http://www.tuev-sued.com/processforum)

The screenshot shows the TUV SÜD website interface. At the top, there is a navigation bar with links for HOME, TUV SÜD GROUP, WHERE TO FIND US, TUV PRODUCT, TUVSÜ, and CONTACT. Below this, a breadcrumb trail reads 'You are at: TUV SÜD GY - Our Company - Process analysis'. The main content area features a header image of a factory and a title 'Process analysis - analysis of the turtle model'. The text below discusses the benefits of process analysis, mentioning that it identifies near-synchronous work to free up employee time and that the turtle model makes the employee more aware of their work with users, clients, and suppliers. A sidebar on the right contains a search box and a 'SEARCH' button. The left sidebar lists various services and standards offered by TUV SÜD, including ISO 9001, ISO 14001, and ISO 45001.



<b>Strengths</b>	<b>Opportunities</b>
<b>Weaknesses</b>	<b>Threats</b>



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Process description ..... Vertragsprüfung, Angebot

Process manager: ..... Process defined?

<b>Process risks</b>	
With what (equipment, material)	With whom (training, personnel, capability, knowledge)
Inputs	Output
With what (process indicators/parameters)	How (instructions, procedures, methods, techniques)

template

