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Introduction

*Business Optix Author* is the software which supports *Lancaster University’s Process Framework & Repository*. The repository was established as a result of the Business Process Review (2011-2012). This identified that ‘key business processes are not actively owned from beginning to end, documented or managed’ and that ‘there is a lack of clarity about roles and responsibilities’. The systematic mapping of processes within a broad framework and using a standard notation aims to address these issues.

For each functional area, there is an identified process owner with overall end-to-end responsibility for processes. Within functional areas, process owners have identified process authors who have the responsibility to record agreed processes within the repository. The intention is not to retrospectively map all current business processes, but where processes are under review or significant changes are taking place, these processes will be recorded in the repository. Over time, it is anticipated the repository will become a definite source for Lancaster University’s key business processes.

This guide provides support for process authors in the use of the Business Optix Author software. The tool provides a means by which processes can be:

- *Documented* as process maps including clear attribution of roles, responsibilities and relationships through a process;
- *Reviewed* including providing a mechanism for the creation (drafting), reviewing, approving and publishing of process maps;¹ and
- *Analysed* through drawing on the record of processes and associated data to generate various reports. This feature is dependent on the range of information recorded for each process and can inform on-going process review and refinement.

The tool uses a standard notation based on Business Process Modelling Notation (BPMN) which is described in this guide. Process models are organised within an overall ‘process framework’ repository or library, and when sharing or publishing models authors should locate their models in the appropriate folder in this library structure (a summary is provided in the appendix). The standard notation and library structure is designed to provide a consistent approach to process mapping and assist users in easily accessing models within the repository.

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¹ The software can be used to record ‘as is’ and ‘to be’ versions of processes. Business Optix WorkPad provides a means to record changes to processes systematically.
Further Information

Lancaster Answers provides further information:

//lancasteranswers.lancs.ac.uk/portal/ss/

- Installing the Author software on a PC
- Adding a new library manually
- How to get an Author licence
- Producing process models using Business Optix Author software

Business Optix

Business Optix design, develops, market and deploy software which allow clients to map, redesign and transform their business through publishing their systems, processes and knowledge.

Business Optix was formed in the year 2006 and operates primarily in the UK and US.

Business Optix has in excess of 30 clients, with over 8000 users. It is used by household names including BT, Johnson & Johnson, Cancer Research.
Processes and Process Mapping

A **process** is a structured, measured set of activities that have a beginning and end. It details a specific ordering of work activities. A process has clearly defined inputs, outputs and participants.

**Process mapping** is a method of documenting processes. Process maps are a visual representation of end to end processes, which provide value to those providing the service and those using it.

**Note**: The terms *process model* and *process map* are used interchangeably in this documentation.

Process modelling is used to:

- Show the relationship between activities within a process
- Show interfaces with other processes
- Help to clarify roles and responsibilities:
  - A process map focuses on roles and responsibilities and may be quite independent of a wider organisation structure
- Provide a documented and agreed way of how to get things done
- Help to identify areas of the process that can be improved
- Facilitate implementation planning and management of change
The **benefits** of using process mapping diagrams include:

- Clearly identify who is carrying out each stage of a process, and who else is involved in the previous or following steps, saving time and reducing frustration for all.
- Visual mapping at a detailed level provides a clearer specification of the process than a written description of the process.
- A searchable online repository of process maps saves time and reduces frustration for service users who can readily establish where responsibility for any stage of a process lies.
- Visual representation of processes brings benefits for staff induction and training.

**Business Process Modelling Notation**

Process mapping uses the Business Process Modelling Notation (BPMN). It is a global standard symbol set designed to:

- Be understood by business (non-technical) people
- Provide organisations with the capability of understanding their internal business processes/procedures in a graphical notation.

BPMN provides the ability to communicate these processes/procedures in a standard manner.

The table below shows the BPMN symbols Lancaster University recommends using in the Author Software (they are a subset of the full BPMN set):

<table>
<thead>
<tr>
<th>Start</th>
<th>The start of a process.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity / Task</td>
<td>An activity shows work to be performed, whether by a human or by a system (or by a sub process). Types of activity include:</td>
</tr>
</tbody>
</table>

- **Manual:** an offline task e.g. filing
- **User:** when the task involves the user using a system e.g. a computer
- **Automated:** when the system performs the activity
- **Embedded process:** a sub process within the same level e.g. a nested activity
- **External process:** represents a call to another process in another diagram. It is a drill down process, not at the
The following table explains the different components that can be used in a process flow diagram:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub Process</strong></td>
<td>An activity that includes another process.</td>
</tr>
</tbody>
</table>
| **Gateway**       | A gateway shows where alternative or parallel paths start or end. Note that a gateway is not a decision: it shows how the process proceeds as a result of a decision. Types of gateway include:  
  - **Exclusive**: most common. Only one output will be taken at one time.  
  - **Parallel**: all outputs must happen before you can continue  
  - **Event**: when output links to an event  
  - **Multiple Choice**: multiple paths – choose whichever  
  - **Complex**: a complex formula decides which path to take. Customised. |
| **End**           | The end event of the process.                                               |
| **Lanes**         | Also called Swim Lanes. Activities can be displayed within lanes to show who/what department performs the activities. |
| **Links**         | Links show the sequence of steps in the process.                           |
| **Labels (use to be called Notes)** | Labels can be used to show additional information that is important for users to be aware of. It is useful for adding human readable notes to a diagram. |
| **Information**   | Information represents information relevant to the process. Information, like other artifacts, does not affect the flow of a process, but may be used to show information flows and stores of relevance to the process. |
| **Groups**        | Visually group closely related activities. These are the only components that can go across lanes. |
Hints and tips for creating clear activity box names / labels

It is good practice to label Activity boxes with short instructions. If you need to explain the activity in more detail, the user can type more details in the activity’s description box.

Please look at the following hints and tips for creating clearly named activity boxes:

1. **Use verb / noun syntax for activities.** “DO something TO something”. Avoid intransitive verbs (verbs with no noun - e.g. “work hard”) and function labels (nouns with no verb – e.g. “marketing”)

2. Keep the words as **simple** and **straightforward** as possible – “Allocate Tasks to People” is easier to understand than “Deploy Resources to Fulfil Plan”

3. Try to **reflect** the **purpose** of the activities in the words you choose – e.g. if a document is being put out for review “Obtain Feedback” says more than “Issue Draft”.

4. **Make verbs as active as possible and nouns as tangible as possible** – “Buy travel tickets” is better than “Arrange travel”

5. **Avoid putting multiple activities into a single box.** Using the word “and” is a clue that you may be doing this.

6. Make nouns as **specific as possible** for the level of the model. Generally, nouns will be more specific the lower the level you’re working at. E.g. - at high level an activity might be stated as “Assess Damage”, but at lower level this might break down to “Visit Premises”; “Complete Inventory Form”; “Produce Damage Assessment Report”...

7. **Avoid documenting activities that are implied by the model** - e.g. if a line comes into Role B’s swim lane from an activity in Role A’s saying “Produce Preliminary Report”, there’s no need to have an activity for Role B saying “Receive Preliminary Report”.

8. **Avoid ambiguity** – e.g. “Update Management” could mean “tell the managers what’s going on” or “update the fields in the system on the “Management” form” or could be the name of another process about managing software updates...
**RACI Model**

The RACI model is used for **identifying and clarifying roles and responsibilities in organisational processes**. The model is used to describe what should be done and by whom. It shows the level of involvement of each participant in a process.

**RACI** is an acronym for:

- **R** - Responsible (“the Doer”)
- **A** - Accountable (“the buck stops here”)
- **C** - Consulted (“Get all the facts”)
- **I** - Informed (“Keep in the picture”)

Communication is difficult to capture in a process. RACI is a common method of documenting it. **When creating process maps it is a good idea to consider the RACI model for each activity.**

<table>
<thead>
<tr>
<th><strong>R - Responsible</strong></th>
<th>This person has the responsibility for getting the task done.</th>
</tr>
</thead>
<tbody>
<tr>
<td>“the Doer”</td>
<td>They may carry out the work/gather information/make recommendations to the person accountable.</td>
</tr>
<tr>
<td></td>
<td>They are not held ultimately accountable for the outcome.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>A - Accountable</strong></th>
<th>The person held accountable for any outcomes of a decision, or results of a job.</th>
</tr>
</thead>
<tbody>
<tr>
<td>“the buck stops here”</td>
<td>He/she ensures the job is completely satisfactory.</td>
</tr>
<tr>
<td></td>
<td>Takes responsibility if things go wrong.</td>
</tr>
<tr>
<td></td>
<td>Stand behind any decisions that are taken, regardless of the results.</td>
</tr>
<tr>
<td></td>
<td>In a project environment, this would be the senior executive or manager who takes ultimate responsibility (sponsorship) of the project.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>C - Consulted</strong></th>
<th>This would be subject matter experts or people with relevant information.</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Get all the facts”</td>
<td>The responsible person seeks information from these people, and will make their recommendations from the findings.</td>
</tr>
<tr>
<td></td>
<td>While people who are consulted may have opinions (and these may be taken into consideration by the person Responsible) they are not decision makers nor are they accountable for any outcome of a decision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>I - Informed</strong></th>
<th>These are people, who do not contribute information to get the job done or to make a decision, but are affected by the outcome, therefore, need to be kept informed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Keep in the picture”</td>
<td>For example, the security functions, who need to be informed of any ongoing work in the evening.</td>
</tr>
</tbody>
</table>
Lancaster University Approach for RACI

It is mandatory for all Lancaster process models to classify the **accountable** and **responsible** roles (as defined in the RACI description above). Departments are identified using swim lanes in the Author software.

The Lancaster University recommendation is;

- Whilst the title of the swim lane in the Author software is free text, the narrative should be appropriate to the process model being created, for example;
  - for a strategic process model that spans several departments, each swim lane title could be a *department* name
  - for an operational process model that is confined to a single department, each swim lane may depict a *job role*

- By populating the appropriate data field on the Author software:
  - Each swim lane must have an **Accountable** person attached to it
  - Each activity (within a swim lane) must have a **Responsible** person attached to it

This approach may not fit all process models. With the end user in mind, take a practical approach to adapting the accountable or responsible swim lanes and use the capability of the Author software. Ultimately it must be clear to the end-user:

- Which role has ‘end to end’ accountability for a process
- Which role has day to day responsibility for an activity (s) within a process
This strategic example depicts an end to end recruitment process, spanning 3 departments within a company. In the example, the sales office is recruiting a new member of staff.

Free text is used to title each swim lane with the name of a department.

The job role of the responsible individual is attached to each activity.

The job role of the Accountable person is attached to each swim lane. This is currently not visible in the diagram view in this version of the Author software.
Example 2

This example is focused on the 'Review Applicant' stage when the Sales team recruits a new applicant.

There are 3 people responsible for this activity.

Free text is used to title each swim lane with the accountable job role.
Master Data

“Master Data” is a single central list of all:

- Roles (types of user) involved in the operation of the business
- Locations where those operations are performed
- Systems used in support of those operations
- Deliverables produced by (or received by) the business

Using Master Data

When attaching accountable and responsible persons to the process model, a generic job role should be selected from the Master Data held on the Author software. How to do this is detailed in the *how to: create a lane* or *how to: create an activity* section of this guide.

Generic job roles define a responsibility to an activity, or a group of activities. The generic role held on the Master Data will not necessarily be the exact job title of an individual. This is because a person’s job title may include many roles and the diagram is concerned with only the role they are performing to do the activity.

**Do not** add job roles to the Author software, particularly when defining an Accountable role. In some instances the Systems Administrator may approve adding a role as local data e.g. a job role specific to your department at Responsible level. If you require help from a [Lancaster University Author Administrator](#), please contact the ISS Service Desk.
Author: Accessing the Author software

Business Optix Author software is available to install from a downloadable zip file.

To Install Author

Please remember that any models you open and save in version 5.2, will then become read only for people still using version 4

http://download.businessoptix.com/author5.2.1.8.zip

Please take the following steps to install the software:

1. Make sure you have requested a BO Author account before proceeding to step 2
2. Ensure you have admin rights on your PC (The ISS Service Desk can give you temporary admin rights to install the software)
3. Download the above file and save it locally to your PC.
4. Open the folder and double click on the 'Setup.exe'
5. Click 'Yes' to the message that asks if you want to uninstall the previous version.
6. The un-install will run, then the new install will start.

Once it is installed you are ready to run the new version.

To set up connection to your library.

1. Get a copy of the 'settings.xbp' file from the email sent to you confirming the creation of your Author account.
2. Copy and paste the Setting.exe file onto your desktop
3. To run the file, double-click on it.
4. From your desktop, double-click the Author shortcut.
   ☠️ NOTE: If there is no shortcut on your desktop, click the Start button and select 'All Programs', then 'Business Optix Author', then the 'Author' option.
5. From the list of Libraries, select 'Lancaster'.
   ☠️ NOTE: If you are having problems installing the software this is normally because you don't have local administrator rights on your computer. To get temporary administrator rights, contact the ISS Service Desk.
6. Click 'Work Online'
   The CoSign login page opens.
7. Enter your username and password, then click 'Login'

To Read Training Materials

Open and print the PDF guide for using BO Author - this guide is published on the ISS website in the guides and handouts section, under the University Administration Tab

Go to: Using Business Optix - A guide for Authors
The welcome screen

The Welcome page (aka Start Page) is a live web page, giving you quick access to the latest online:

- Help and Documentation
- Downloads
- Demos and Business Optix Support

*Note: If you are not connected to the internet, all links on the page will be disabled.*

If you require help from a Lancaster University Author Administrator, please contact the ISS Service Desk.

At the left of the start page are buttons for accessing the library of existing models, creating a New Model, and to Open a recent Model.
To work online

You can work either offline or online. It is recommended you work online so you have access to the most recent documentation. If you are working online, from the library area, you will see a list of folders in the main screen and a Work Offline button to the right hand side of Lancaster Library.

If you do not see the folders list of Lancaster Library:
1. Ensure Lancaster is in the Library drop down
2. Select the Work Online button
3. If prompted, Type in your credentials and click the Log In button

Libraries

Please ensure you have Lancaster selected in the Library option. You may be prompted to Logon if you are not already working online.

Libraries are folders that hold models, along with outputs (such as HTML pages and PDF documents) generated from the models.

Note: The terms library and repository are used interchangeably in this documentation.
The following table describes the main Lancaster Libraries in the Author software:

<table>
<thead>
<tr>
<th>Folder</th>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Work</td>
<td>‘Scratch’ working area for each individual Author, used for content that is not intended for collaborative use. CANNOT USE VERSIONING IN THIS FOLDER. Authors are free to create any internal structure they wish within their My Work areas.</td>
</tr>
</tbody>
</table>
| Shared       | **This is the default area to save your work.** Collaborative area for model development. Unlike the other areas, keeps earlier version of every model. Individual versions may be checked out to guard against concurrent updates by multiple Authors.  
Lancaster University has defined a specific folder structure; this structure is controlled by the Author System Administrators. The author must not add or alter this file structure. If you have any comments on the file structure, please contact the Author System Administrator via the ISS Service Desk. There is an overview of the file structure in the appendix which will help authors locate the relevant folder to store their process model. |
| Stakeholders (Published) | Published models and outputs  
- read-only to all users of the library  
- library Participants may add comments on a model or model component  
Lancaster University has defined a specific folder structure; this structure is controlled by the Author System Administrators. The author must not add or alter this file structure. If you have any comments on the file structure, please contact the Author System Administrator via the ISS Service Desk. There is an overview of the file structure in the appendix which will help authors locate the relevant folder to store their process model. |
| Public       | Viewable to anyone in the University or outside the University |

**Collaborative Working**

The process can be designed collaboratively (more than one person can work on the same diagram) if the process is saved in the **Shared library** and you are working in **online** mode.
Creating Models

When a model is created, it will ask which model stencil you would like to create. We will be using the PROCESS stencil – which will provide us with the BPMN symbols required.

The Process stencil enables the user to create process models that represent End-to-end business processes and sub-processes, using the industry standard BPMN notation. It is used for traditional process models.

There are other stencils available in the Author software. These are not part of this training.

NOTE: Depending on which model stencil you choose, different options will appear in the ribbon (e.g. only suitable options will appear).

Other available stencils include:

- **Diagram**: Free-form ‘home’ and other high-level navigation pages (e.g. Target Operating Models). For general purpose diagrams.

- **Lean**: Lean (6Sigma) Value Streams at a conceptual level. For value stream maps.

- **Organisation**: Organisational charts.

- **Master Data**: Master data lists, used to eliminate re-keying and ensure consistency across the library. The following are provided as standard:
  - Roles
  - Systems
  - Locations
  - Deliverables

- **Workflow**: Automation of recurrent library activities, such as Review and Publish cycles.
Creating Process Models

How to: Create a new process model

1. From the Author software, select New Model button from the Start Page.

2. Click the Process option.

3. A new model will display.
**Screen layout**

**Different views**

There are two views available to work in when creating process models, **Diagram view** and **Text view**. These views can be accessed from the Model tab.

It is recommended that you use **diagram view** to create your diagrams. When you become familiar with the software you may decide to create the diagram from text view and then tweak the final layout in diagram view.

**Components**

**Components** (BPMN symbols) can be added to the diagram from the **Model tab** in the ribbon. The **selected element** will be added into the table of contents at the left hand side and displayed in diagram view.

The **Model Explorer** panel contains several trays e.g. Table of Contents, Index, Stakeholders and Change History. The Table of Contents area lists all the components in the diagram.

The **Properties inspector** panel contains several trays e.g. Details, Metrics, Transformations. Each tray has extra optional details for the component selected.
Each time a component is added it will automatically link to the component currently selected or highlighted in the *table of contents* area (in the *Model Explorer* in the left hand panel).

Component *properties* can be edited via the Properties Inspector at the right hand side of the screen.

*Remember to click on DIAGRAM VIEW from the Model tab to see the diagram.*

**Inserting and working with components**

**How to: Create a lane**

1. From the *Model* tab, select the *Lane* button
2. Click *where* you would like the lane to appear in your diagram
3. From the *Properties Inspector*:
   a. Type in the *Name* of the lane (such as *job role* or *department*)
   b. Select who is *accountable* for the name of the lane (RACI)
      i. To do this, From the Details tray, select the ‘+’ at the right hand side of Accountable, expand the Role option ‘+’ and tick to relevant accountable option. Then click OK.

**How to: Change Swim lane orientation**

**NOTE:** Use either Horizontal or Vertical swim lanes, choose whichever suits your diagram.

1. From the *Table of Contents*, click on the *name* of the process
2. From the Properties Inspector, select the *Details* tray
3. Change *Orientation* as required
How to: Create a start event

1. From the **Model** tab, select the **Event** button
2. Click where you would like the Event to appear in your diagram
3. From the **Properties Inspector**
   a. Display the Event tray
   b. Change the **Type** of the Event to **Start**
   c. Name the event e.g. Start

**TIP from FAQ:** Multiple start points can be used if a process can be initiated from more than one swim lane or activity. The start points must be in separate swim lanes.

How to: Create an activity

1. From the **Model** tab, select the **Activity** button
2. Click where you would like the Activity to appear in your diagram
3. In the **Properties Inspector** type in or select the required information. For example:
   a. **Name** (this will label the activity in the diagram)
   b. **Type** of task
   c. **Lane** (which lane to add the activity to)
   d. **After** – click the + to select which activity it should follow
   e. **Hyperlinks** (if you need to attach any further information to this component click on the paper clip icon)
   f. **Description** – if you need to elaborate on the activity, type in the description field. This has an unlimited text length.
4. From the Properties Inspector **Details** tray, apply RACI:
   a. Select who is **Responsible** for the activity e.g. Administrator
b. Select a **system** that performs the task, if necessary, e.g. Agresso

c. Select the **Location** for the Responsible Person(s) e.g. Finance – to do this click the ‘+’ next to locations, expand the role option and tick the appropriate location(s). If the item is not on the list, contact the Author administrators to update the list. **Refer to the Master Data section of this guidance.**

d. Add other options as required in the Details tray

*Note: RACI’s **accountable** is labelled via the Properties Inspector on each lane.*

**How to: Create a gateway**

1. From the **Model** tab, select the **Gateway** button
2. Click where you would like the Gateway to appear in your diagram
3. In the **Gateway tray** in Properties Inspector, type in or select the required information. For example:
   a. **Name** (this will label the gateway in the diagram)
   b. **Type** (if required – default is ‘alternative paths’, this is the most common)
   c. **Lane** (which lane to add the activity to)
   d. **Direction** (for those advanced users who chose a ‘parallel paths’ gateway type, they can choose if the direction is split or join. Most will ignore this option)
   e. **After** (what component it comes after)
   f. **Hyperlinks** (if you need to attach any further information to this component click on the paper clip icon)
   g. **Description** – if you need to elaborate on the gateway, type in the description field. This has an unlimited text length.
4. In the **Details tray** in Properties Inspector, choose which **Show Label** option is required - choose where to display the name label in relation to the symbol.

**TIP from FAQ:** To denote a parallel path, some users will add additional links to the default gateway. Advanced users may decide to select a **parallel** gateway type and use the split/join directions. **Split** gateways are where parallel routes begin. **Join** gateways are where parallel routes merge.

**How to: Add links to existing components**

1. Select the **component** the link will appear from
2. From the **Model** tab, click the **Link** button
3. Click the **component** it will go to – see the arrow link appear
**How to: Move links**

Links may need manipulating to display as required. To do this:

1. **Select** the link, then choose which handle to drag:
   a. The **square** handle will resize the link
   b. The **diamond** handle will move the link location – sometimes the diamond shaped handle is very close to the square handle.

**Tip**: If you are struggling to move the link – hover your mouse over the handle until the cursor changes to the hand symbol, and then drag it to the location required.

**How to: Label Links**

1. Ensure the link is selected
2. From the Properties Inspector’s Link tray, In the Label field, type the name to be displayed as the label on the link
3. From the Properties Inspector’s Details tray, choose where to display the label on the link

**How to: Add notes**

1. From the Model tab, click the Label button
2. Click where the Note should appear in the diagram
3. From the Properties Inspector (in the Label tray), type in the text to be displayed
4. If you wish to draw a **dotted associated line** to the diagram:
   a. Select the Label in your diagram
   b. From the Model tab, click **Link** button
   c. Click the component it will go to – see the dotted link appear

**How to: Add information**

1. From the Model tab, click the Information button
2. Click where the component should appear in the diagram
3. In the Properties Inspector (Information Tray) type in or select the required information. For example:
   a. **Name** (add a label for the Information component)
   b. **Lane** (which lane to add the activity to)
   c. **Hyperlinks** (if you need to attach any further information to this component click on the paper clip icon)
d. **Description** - if you need to elaborate on the information name, type in the description field. This has an unlimited text length.

**How to: Add groups**

1. From the **Model** tab, click the **Group** button
2. **Click** in the **diagram** where you wish the group to appear
3. **Resize** and **move** the group as required
4. From the Properties Inspector, type in a **name** and **description** (if required) for the group

**How to: Add Text Sections**

1. From the **Model** tab, click the **Text** button
2. Click in the **diagram** – see a text section appear below the model name in the Table of Contents
3. In the **Properties Inspector** type in or select the required information. For example:
   a. Give the Section a **Heading**
   b. Choose the **Position** of the section
   c. **Add Hyperlinks** if needed
   d. Type in the **content** of the section

**How to: Create an end event**

1. From the **Model** tab, select the **Event** button
2. Click **where** you would like the Event to appear
3. From the **Properties Inspector, Event tray:**
   a. change the **Type** of the Event to **End**
   b. Type in the **Name** of the event
To delete a component

1. **Right click** on the **component** in the Table of Contents,
2. Select the **Delete** option.

To move a Component

1. **Select** the required component then either:
   a. From the Properties Inspector, change what component it is placed **after**, or
   b. **Drag** the component where it is required.

Tip: To move the entire diagram: click in the diagram, press CTRL and A key from the keyboard - see all components selected and then drag components to new area on the diagram.

Aligning Components

To **improve the presentation** of the diagram, you can align selected components to the left, right, top or bottom edges. Selected components can also be centred vertically or horizontally if preferred, in relation to each other.

**How to: Align components to a selected component**

1. Select the component you wish to align other components to
2. Hold down the **SHIFT** key on the keyboard and select the other components
3. **Right mouse** click on one of the **selected objects** and select the **Align** option
4. **Choose the alignment type** required

**How to: Relink components**

The **RELINK** option from the right click helps restructure the diagram to improve the presentation based on redrawing the horizontal and vertical links between components.
Saving Process Model Diagrams

There are different ways of saving your process model whilst you are working on it:

**Recommended Way to Save Your Work**

- Save to the Shared Library area – there should be a folder set up for your department. The Shared library enables others to see your process models (if they have access to the folder you store it in). Shared also enables versioning. The process model must be saved somewhere within the Shared folder when workflows are initiated.

**Other Ways to Save Your Work**

- Save to the My Work Library area
  - This is an area on the Author software where you can save your process models. Only you have access to this area. You can always ‘save as’ and choose another library or folder to save your model to when you have finished. The downside of this is there is no versioning feature in My Work.
- Save to your computer and upload to the Author software when you want to

**Saving a model to your computer (which you are working on)**

1. Click the large, circular, ‘b’ button at the top left
2. Select the Save As option

3. Click Save Local File... button
4. Locate where to save the file, type a suitable filename (please do not include spaces in the filename, you could use an underscore (_) instead) and click Save
Saving a model to a library in Business Optix Author

**Note:** If you are saving to the *My Work* library on the Author software, versioning is not available. If saving in the *Shared* library area; versioning is possible.

1. Click the large, circular, ‘b’ button at the top left.
2. Select the **Save As** option
3. **Select** the folder (Library) you want to save the model to
4. **Type** in the name (please do not include spaces in the filename, you could use an underscore (_) instead) of the model
5. **Type** in any further information required e.g. Version, Author, version description

![Save As dialog box](image)

6. Click **OK**

**Saving as a new version (In a folder in the Shared Library)**

Version control can be added to your diagrams if you are working in the SHARED library.

1. Ensure you are **working online**
2. Click the large, circular, ‘b’ button at the top left
3. Select the **Save As** option
4. **Type** in a **new version number**
5. **Type** in the name of the person (in **author**) who has made the changes.
6. **Add a description** about the change to this version
7. Choose which folder to store the version (*versioning only works in the Shared folder and subfolders*)
8. Click **OK**
**General guidelines on Versioning**

Versions can be saved as MINOR or MAJOR versions.

A **minor** version would be displayed as decimals, such as 1.1, 1.2 or 1.3 etc. This would be suitable for small tweaks made to the process model.

A **major** version would be displayed as whole numbers, such as 1, 2 or 3 etc. This would be suitable for a large number of tweaks or a main change in the process model.

*Please ensure the person who makes the version change is listed as the author in the save as window.*
Opening Process Model Diagrams

How to open an existing model from Business Optix Author

1. From the Libraries, locate the model you wish to open (you will need to be working online if you are in Shared mode).
2. Double click the required diagram (with .xbp file extension) to open it.

How to copy a model saved on your computer to a library

1. Ensure you are working online
2. Right Click on the Library (or Library subfolder) you wish to upload to
3. From Upload, select the File option
4. Locate File required and select Open
   - See the file load up in the selected library folder.

How to open a different version

1. From the Shared library, right click on your process model (*.xbp) and select Show Versions option
2. Double click on the version required
Overview of importing Visio diagrams

Business Optix provides the opportunity to import an existing Visio diagram. Visio 2003 or later **must be installed** for this to work.

See Business Optix online for a detailed description of how to import Visio diagrams:

http://online.businessoptix.com/subs/dc_documentation5.htm
Outputs

The process maps that are created can be saved in various formats via the Output tab. These outputs are saved to your computer with the option of also saving them to the Lancaster library.

These outputs often contain more information than is displayed on the diagram. For instance, it can show detailed descriptions, RACI information etc. that has been included in the model.

Available reports include:

- **HTML**: Save a copy of the active process in HTML format
- **PDF**: Save a copy of the active process in PDF format
- **Word**: Save a copy of the active process in Word format
- **Data**: Save a copy of the active process in HTML report format
- **Visio**: Save a copy of the active process in Visio format
- **Image**: Save a copy of the active diagram as an image
- **Print Preview**: Print preview the current process

There are a number of different output options for HTML, PDF, Word and Data output styles. These options can create different outputs in the specified format.
Publishing the process diagram

Workflows

*Workflow* is the term used to take a process model through a pre-set process. Workflow consists of a sequence of connected steps.

1. **Review-Approve**
2. **Publish to Stakeholders**
3. **Publish for Public**

When an author is ready to start the review process, they must ensure the model resides within the SHARED library in the Author software enabling reviewers to view and comment.

Publish workflows generate an email providing and requesting the necessary information to and from recipients. It is good practice for all comments on process models to be via the Author software, so the benefit of the reporting tools can be realised.
Review-Approve

'Review-Approve' is the term used to take a process model through a review stage and the approval stage, where it's reviewed (commented on) by reviewers within your group and approved for publishing by the team leader or other nominated Process Owner.

When you are ready to have the process model reviewed save it to the Shared folder.

- View the browser version of the diagram by clicking on View in Browser at the top of the Start Page.
- Open the Browse folder to find your process model.
- Click on the Email button to send a link to the process diagram to your reviewers
Ask your reviewers to comment on your process diagram using the comment button

Comments left for you and by you will be viewable in the comments box
Publish (to Stakeholders or Public)

'Publish Workflow' is the term used to take a process model through a publishing stage, where it becomes available for university-wide viewing. Once published, the model will appear in the stakeholder library or public library (care should be taken when publishing to the public area as this is viewable to the general public outside of the University).

The Author should only select the Publish Workflow when the Process Owner has approved a process model for publication.

The Publish Workflow will inform Process Reviewers, and the Process Owner the model is published.

Starting the Publish Workflow

An author can start the Publish workflow only when the process owner has approved the process model and documented their approval in ‘comments’.

1. Click the large, circular, ‘b’ button at the top left
2. Select the Save As option
3. Select the Publish to Stakeholders workflow, from the Send to Workflow drop down.
4. Click OK – the workflow will be moved into the Stakeholders library where it is published and available for all staff to see.

   It is good practice to double check this has actually relocated into the correct folder in the stakeholder library.

If the model you have published has more than one version, only the latest version will be published in the Stakeholder (published) folder – all ‘older’ versions will still be accessible in the ‘shared’ library area. Once your model has been published into the stakeholder folder, it is good practice to delete old versions that are no longer needed to keep the shared library area tidy. To remove an old model, right click on it and select the delete option.
Informing a wider audience of the process model location

Once the process model has concluded the Publish workflow it will be available for University wide viewing. To send a link of the process model, via email, to a wider University audience:

1. **Open** the HTML version of the process model from the Stakeholders (published) folder
2. **Copy** the URL from your web browser
3. **Paste** the URL into your e-mail
4. **Send the e-mail** to all required recipients and/ or mailing lists

Making Changes to a published workflow

Changes can only be made to a published workflow if the process owner deems it necessary. The diagram must be saved either to the author’s computer to work on or back into the My Work/Shared library in the Author software to be edited. Once edits are made, the review process starts over.
Reporting Tools

The Comments report collates all reviewer and approver feedback against process models that the author has permission to view. This report is accessed from the Reports section online.

1. Go to: https://businessoptixhosted.com/Lancaster/Library
2. Log on using your credentials
3. From the Reports section, select the Comments report

You can email a link to your comments table or export to excel by clicking on Export Table.
Comparing ‘as is’ and ‘to be’ models

The Author software enables the author to create different ‘views’ of a process model. This enables a user to compare an ‘as is’ process model with a ‘to be’ process model. Comparing current and future models makes it possible see the financial implications of a potential change in the process e.g. if an activity is dropped (not needed) or modified.

Activities within a model can have metrics applied. ‘Metrics’ are statistics relating to the activity e.g. Time the activity takes, unit cost of the activity, number of FTEs needed to perform the activity, cost of FTE.

To create a future view (e.g. a ‘to be’ model) in an existing process model, a user can apply transformation changes to one or more activities. This also enables the user to input the estimated fixed costs and expected annual saving based on the change.

Business Optix Author allows the user to look at the current state and then change the view to a future state to show how the model would look if the changes took place.
A report can be created which applies statistical analysis to the ‘as is’ and ‘to be’ views of the model to highlight the financial costs and benefits of changing the process.

**How to: Apply metrics to an activity**

1. From the process model, click on the **activity** to apply some statistics to
2. From the Properties Inspector, select the **Metrics** tray
3. **Type** in the required information
4. **Repeat** for any other activities, as required, in the process model

**How to: Apply transformation to an activity**

1. From the process model, click on the **activity** to apply a transformation to
2. From the Properties Inspector, select the **Transformation** tray
3. Select the **Transformation** required e.g. Modify, Add, Drop or Keep activity
4. **Repeat** for any other activities, as required, in the process model

**How to: Change model view e.g. see the ‘to be’ view**

1. From the **Table of Contents**, click on the **Process** name (it’s toward the top – all the swim lanes and steps branch out from it)
2. From the Properties Inspector, select the **Transformation** tray
3. Select the required transformation to **show** e.g. changes, current state (as is) or future state (to be)

**How to: run the report for statistical analysis**

1. From the **Output** tab, select **Data** in the **Styles** group
2. Choose output style:
   a. **Basic** for Excel output
   b. transformational for HTML web page output
3. From the **Output** tab, select **Data** button in the **Outputs** group
4. **Save** the report as required
5. Click **Yes** to view the results, if prompted

**Practice Activity**
There is a sample file, called ‘New Hire’ if you wish to practice.

1. From the **Samples** window on the right hand side of the Library’s Screen, select **New Hire**

2. Click on an **activity** component and view the metrics already typed in

3. **Save** a copy of the model to your work area or computer

4. Click on an activity and apply a **transformation**, if you wish:

5. Enter the **Fixed Cost** of making the change and the expected **annual saving**, if you wish.

6. Click on Process Name: **New Hire** in the Table of Contents

7. From the **Transformation Tray** select **Future state**
8. Run the report from the Outputs tab
   a. Select the **Data** from the **style** group (Basic is Excel, Transformational is HTML format)
   b. Select **Data** from the **Output** group to run the report
   c. **Save** the report if prompted
   d. **View** the report
General Information

Licensing

Author software licensing requires connection to a Library at least every 28 days. If you do not connect within this period, you will see a message stating your Author licence has expired. Click OK to renew your licence.
Appendix

- File Structure Overview for the Shared and Stakeholder Library
- Author Checklist
<table>
<thead>
<tr>
<th>Main Folder</th>
<th>Sub Folders</th>
</tr>
</thead>
</table>
| **Academic administration**                 | Academic award administration  
                                Academic programme administration  
                                Assessment  
                                Student administration  
                                Student admissions  
                                Student financial support administration  
                                Student induction  
                                Student records  
                                Student recruitment  
                                Student registration  
                                Tuition fees administration |
| **BPR**                                     | Admissions  
                                Alumni relations management  
                                Community relations management  
                                Fundraising  
                                Government relations management  
                                Marketing  
                                Media relations management  
                                Public relations management  
                                Sector relations management  
                                Student relations management  
                                Students' union relations management |
| **Corporate relations**                      |  
                                Commercial services  
                                Consultancy  
                                Education and training  
                                IPR exploitation  
                                Related companies management |
| **Knowledge transfer and enterprise**        |  
                                Research  
                                Research programme provision |
| **Teaching**                                 |  
                                Teaching  
                                Learning support |
| **University governance (corporate management)** |  
                                Audit  
                                Corporate planning and performance management  
                                Environmental management  
                                Equality and diversity management  
                                Governance  
                                Health and safety management  
                                Legal affairs management  
                                Organisational development  
                                Quality management  
                                Risk management |
| **University operations (corporate resources)** |  
                                Archives management  
                                Business unit management  
                                Collections management  
                                Equipment and consumables management  
                                Facilities management  
                                Finance management  
                                Human resources management  
                                ICT systems  
                                Information compliance management  
                                Insurance management  
                                IPR management |

...continued on next page
<table>
<thead>
<tr>
<th>Management information collection, analysis and reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
</tr>
<tr>
<td>Publications management</td>
</tr>
<tr>
<td>Publishing</td>
</tr>
<tr>
<td>Records management</td>
</tr>
<tr>
<td>Service provision</td>
</tr>
</tbody>
</table>
## CREATING A PROCESS MODEL

<table>
<thead>
<tr>
<th>Topic</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Activity Boxes</td>
<td>Is the activity box clearly labelled? “Do something – To something”</td>
</tr>
<tr>
<td>2 LU Symbols (BPMN notation)</td>
<td>Have the LU recommended set of BPMN symbols been used?</td>
</tr>
<tr>
<td>3 LU approach to RACI - Accountable</td>
<td>Is the <strong>accountable</strong> job role attached to the swim lane?</td>
</tr>
<tr>
<td>4 LU approach to RACI - Responsible</td>
<td>Is the <strong>responsible</strong> job role attached to the activity?</td>
</tr>
<tr>
<td>5 Generic Job Roles</td>
<td>Are job roles derived from the Master Data list?</td>
</tr>
<tr>
<td>6 Version control</td>
<td>Has the process model been subjected to meaningful version control?</td>
</tr>
</tbody>
</table>

## REVIEWING-APPROVING THE PROCESS MODEL

<table>
<thead>
<tr>
<th>Topic</th>
<th>Check</th>
</tr>
</thead>
</table>
| 7 File Structure        | - Has the process model been saved in the correct folder in the SHARED area of the Author software?  
|                         | - The location will later influence where the process model is published for uni-wide viewing. |
| 8 Distribution List     | - Has the Stakeholder section of the process model been populated with Reviewer details?         |
| 9 Automated email       | - Have you received a copy of the reviewers email?                                                    |
| Reviewers              | - It's good practice to include the Author in the distribution list                                    |
|                         | - If you haven’t received a copy of the email check your ‘junk email’ folder – set server to a trusted site |
|                         | - Have you checked all email addresses are spelt correctly?                                             |
| 10 Reviewer feedback    | - Have you set an Outlook reminder for the review deadline (e.g. Minor edit = 2 days)                 |
|                         | - Has the Comment Report been run?                                                                    |
|                         | - Have all reviewers responded?                                                                      |
|                         | - Have any conflicting opinions between Reviewers been resolved, or highlighted to the Process Owner? |
|                         | - *(if applicable)* Has the process model been updated as per Reviewer comments and the approval process started? |
# PUBLISHING THE PROCESS MODEL

<table>
<thead>
<tr>
<th>Topic</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>13</strong> Naming Structure</td>
<td>• Is the name of the process model meaningful?</td>
</tr>
<tr>
<td><strong>14</strong> LU File Structure</td>
<td>• Is the process model published in the Stakeholder area on Author software, in the correct LU folder?</td>
</tr>
<tr>
<td></td>
<td>• Refer to “overview” of LU File Structure</td>
</tr>
<tr>
<td><strong>15</strong> Automated email -</td>
<td>• Have you received a copy of the automated email to inform the model is published?</td>
</tr>
<tr>
<td>Published</td>
<td>• It's good practice to include the Author in the distribution list</td>
</tr>
<tr>
<td></td>
<td>• If you haven't received a copy of the email check your 'junk email' folder – set server to a trusted site</td>
</tr>
<tr>
<td><strong>16</strong> Remove old, unwanted models</td>
<td>• Once a model has been published, have you deleted any older versions still stored in the Shared area (if you no longer need them)</td>
</tr>
</tbody>
</table>

# UPDATING THE PROCESS MODEL

<table>
<thead>
<tr>
<th>Topic</th>
<th>Check</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>17</strong> Updates</td>
<td>• Has the <strong>published</strong> version been downloaded and saved on a local drive?</td>
</tr>
<tr>
<td></td>
<td>• It’s good practice to update the published model, as this is the definitive version</td>
</tr>
</tbody>
</table>