Measuring and assessment of AS-IS process
See also **ISO/IEC 15504**

http://www.computer.org/portal/web/swebok/html/ch9

http://www.itsmportal.com/columns/why-perform-process-assessments

https://en.wikipedia.org/wiki/Capability_Maturity_Model

https://en.wikipedia.org/wiki/File:Characteristics_of_Capability_Maturity_Model.svg

Process has to be defined (with a model) before it can be measured and controlled.
Process has to be measured before it can be optimised and improved.

The upper level of the AS-IS process (as of 2004) of the Tallinn University of Technology admission process:
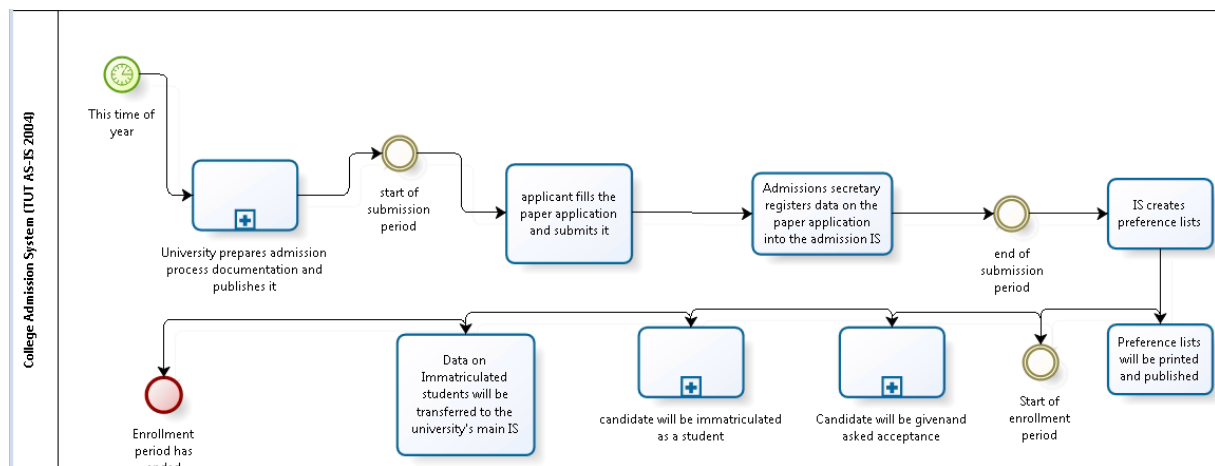
There are (were) separate Admission IS and the university main IS.

The admissions market spans one university.

Each applicant (candidate) can submit 1-3 (1-4) preferences on which study fields they would like to study, it is on the a paper application form. Admission secretary takes the paper application, immediately checks for any missing information and if OK then inputs the application data into the Admission IS.

Once the submission period has ended, the Admission IS computes preference lists for each study field (consisting of two parts: the accepted lists and the waiting lists). Candidate will be contacted, notified of acceptance and asked for confirmation to start studying at the given study field. If the candidate rejects the acceptance, then another applicant down the waiting list will be contacted and offered acceptance (unraveling of the admissions market). Candidate will be immatriculated as a student and the student has to declare the 1st semester courses that (s)he will attend. Any immediate absence or fallout will be filled with additional applicants down the waiting list.

Balanced Scorecard data:

1. Finance
   a. Personnel costs (admission secretaries registering applications; later on notifying and asking acceptance) – x EURos.
   b. Cost of supplies (application forms on paper, pencils, desks, rooms, computer terminals, telephones, etc.) – Y EURos
   c. Costs of IT and IS management – z EURos
2. Customers
   a. Admission period spans 21 days. The daily number of submitted applications is about 350.
   b. 1st and last day will usually have about 700 submissions, that requires extra work from admissions secretaries or risk losing possible candidates.
   c. Candidate has about 13 EUR costs for transport, paper copies, passport pictures, etc., to submit the application.
3. Internal business processes
   a. Kjh
4. Learning and growth
   a. ,jknu

Some guidelines on finding goals / objectives (direction, target in that direction):

Each goal should have the corresponding target objective that can be assessed with the particular measure (or many measures).

As a rule, the *Start Event* should have a corresponding goal and measure (perhaps even many).

As a rule, each *End Event* should have a corresponding goal and measure (perhaps even many).

As a rule, each *Intermediate Event* should have a corresponding goal and measure.

As a rule, each process branch should have at least one corresponding goal and measure.

As a rule, each *Task* that produces a new *Data Object* should have a corresponding goal and measure.

As a rule, each *SubProcess* should have at least one corresponding goal and measure.

As a rule, each *Lane* in a *Pool* should have at least one corresponding goal and measure.

As a rule, each *Message Flow* should have at least one corresponding goal and measure.

The specific process-level goals should be tied to the higher-level process goals and organisational goals.

Process-level goals should help to make a choice between different process variants.

Process-level goals should help to assess SWOT (Strengths, Weaknesses, Opportunities, Threats) artefacts.

Opportunities and Threats are important future scenarios (developments, events, activities, etc.) both inside and especially outside of the mechanism (organisation / IS / business process). So, if a specific future scenario starts to unravel, it might enable for the mechanism to react to that scenario in some way.

Strengths and Weaknesses are (emergent) properties of the mechanism (organisation / IS / business process).

A future scenario may give an opportunity to use a Strength.

A threatening future scenario might expose the Weakness of the mechanism.

Some goals and SWOT artefacts are general and apply to all process variants.

Some goals and SWOT artefacts are specific to one process variant.

On of the goals of the student project is to perform a comparative analysis of two process variants, thus the SWOT and Balanced Scorecards for individual process variants should be one basis for that comparative analysis.