YaSM® Process Map

User Manual for the YaSM® Process Map (ARIS™ Version)

YaSM®

Contents

Installation

This document provides instructions for the use of the YaSM®[1] Process Map for ARIS™[2]; for help on ARIS and the ARIS Process Platform™, please consult the ARIS user manuals.

Folders and files contained in the ZIP archive

The YaSM® Process Map is provided as a ZIP archive, containing all product components:

— Folder “ARIS_DB”: YaSM® Process Map as ARIS database backup file (.ADB file, personalized for the licensee), as well as an ARIS filter (.FILTER file) that includes all model, object and symbol types used in the YaSM® Process Map

— Folder “Checklists”: Checklists / documents templates in Microsoft Word™[3] format, specifying the YaSM objects in detail

— Folder “Accompanying_Documents”: User manual, Excel table of process inputs and outputs, PDF quick references such as the YaSM glossary, and collection of process metrics

— Folder “ISO_20000_Documents”: Introduction to the YaSM® - ISO 20000 Bridge and table of ISO 20000 requirements in Excel format (only available if the product license includes the “YaSM® - ISO 20000 Bridge”).

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[2] ARIS™, ARIS Process Platform™ and IDS Scheer™ are registered trademarks of Software AG.

[3] Microsoft®, Word™ and Excel® are registered trademarks of Microsoft Corp.

Importing the database backup file into ARIS

In ARIS Cloud, go to the list of databases in the administration area and locate the button for restoring databases. Then select the .ADB file from your delivery archive.

Since the .ADB file of the YaSM® Process Map is not encrypted, no password is required for the import.

Importing the ARIS filter

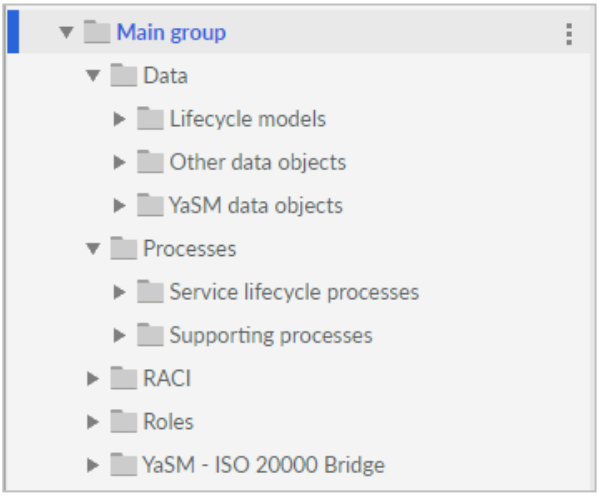
To import the ARIS filter from your delivery archive, go to "Conventions" in the administration area, where you will find the list of available filters and the command for importing additional filters. In the following dialog, select the .FILTER file from your delivery archive.

Importing the filter is not strictly necessary. You can also work with the YaSM® Process Map using the "Entire method" filter or any other filter, provided it includes the appropriate model, object and symbol types.

You can also use the ARIS desktop client (ARIS Advanced Architect) to complete the steps described above if your ARIS license allows you to do so.

Folder structure in the YaSM database

Once the import has completed, the YaSM® Process Map will appear as a new database in the ARIS Cloud under "Models & Objects". The various types of models can be found in appropriately named folders, as shown on the right.



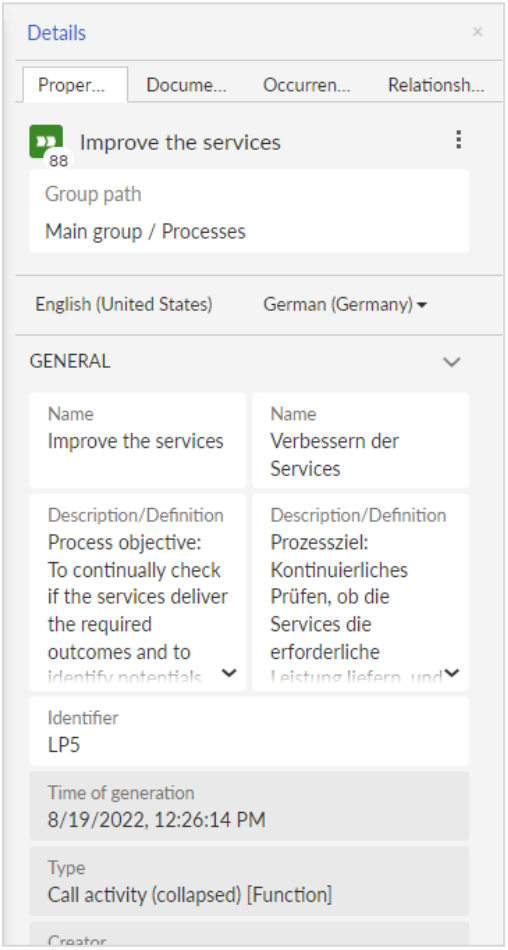
At the root of the folder structure (in the main group) you will find the "Front page" model. This is the main entry point from where all other models can be reached via links ("assignments").

Switching between languages

The ARIS database in your delivery archive always contains the English and German versions of the YaSM® Process Map. All model and object attributes, as well as all text definitions, are maintained in these two languages, as shown on the right.

To work with the YaSM model in your preferred language, you can set the default language for the database in the Administration area of your ARIS Cloud.

You can also switch between languages in ARIS any time when editing models or viewing published content.



Modification of the process models

You are free to modify the ARIS models provided as part of the YaSM® Process Map in any way. Models and objects can be added, modified or deleted as required.

Adaptation of document links

The YaSM® Process Map contains objects with external links, for example data (“Cluster/data model”) objects with links to checklists as Word documents, and quick objects on the front page with links to PDF documents.

These links must be adjusted to your environment, so the objects' link attributes contain the correct document paths, pointing, for example, to documents in your ARIS document storage or the local network.

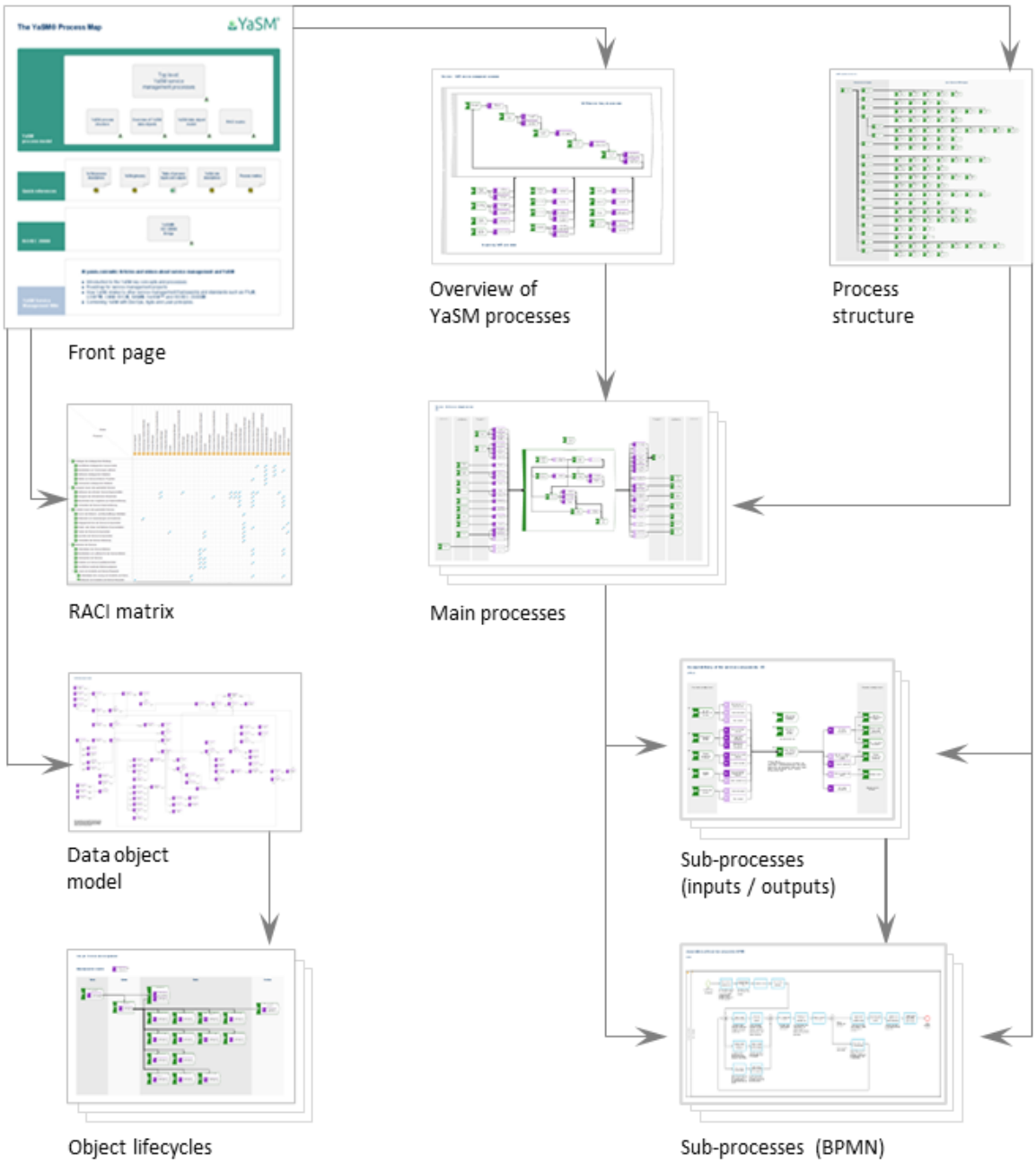
One of ARIS' in-built reports ("Export attribute values for translation") can be helpful for these modifications. For instance, the report can be used for exporting the attribute values of all data objects, including their link attributes, to an Excel spreadsheet. In Excel, the links can be modified, for example with simple search and replace operations.

Once the changes are done in Excel, the spreadsheet can be re-imported into ARIS using the "Import translated attributes" report. This will update the link attributes for the objects included in the spreadsheet.

Navigating the YaSM® Process Map

The “Front page” diagram in the main group is the main entry-point into the YaSM® Process Map. From here, the various process models and views can be reached via links (“assignments”).

Some key navigation paths are illustrated below:

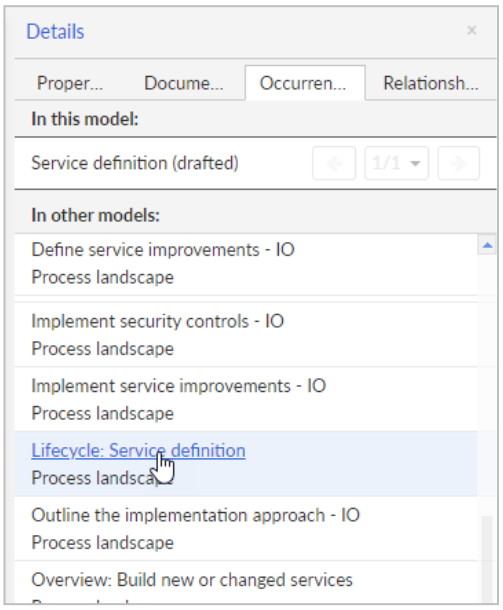


How to open the lifecycle diagrams and checklists for YaSM data objects

Every YaSM data object, represented in the YaSM® Process Map by a “Cluster/data model” symbol, has an associated lifecycle diagram in ARIS and a checklist in Word format.

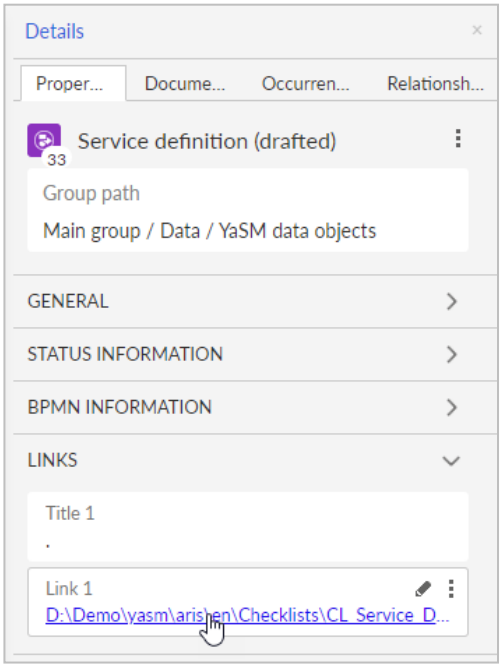
The lifecycle diagrams are of type “Process landscape”, and unfortunately it is not possible in ARIS to assign this type of model to Cluster/data model symbols. Therefore, it is not possible to open the lifecycle diagram associated with a YaSM data object with a simple click on an assignment icon.

Instead, please select the YaSM data object, open the Details pane and look for the lifecycle diagram in the list of occurrences, then click on the lifecycle diagram to open it, as shown on the right.



To open the checklist / document template for the YaSM data object, select the object and open the “Properties” tab in the Details pane, then expand the Links section at the bottom of the pane. Click on the link to open the checklist.

Please note: These links need to be adjusted to your specific environment before they work - see “Adaptation of document links” on page 6).



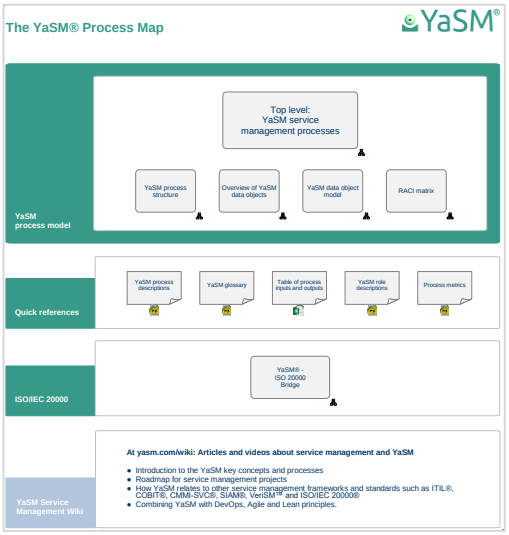
Components of the YaSM® Process Map for ARIS

ARIS diagrams

Front page

The front page is a portal diagram with links to the various components of the YaSM® Process Map. It is the main entry point into the process model.

The front page is an ARIS model of type “Quick model”.

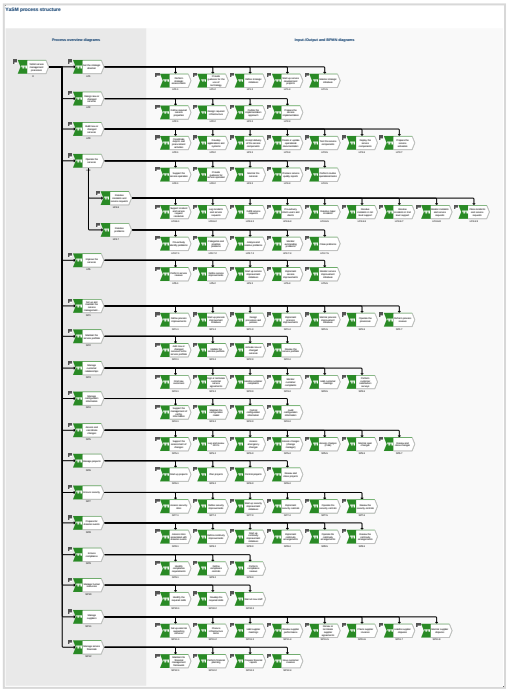


Process structure diagram

The process structure diagram provides a complete view of the YaSM process structure on a single page.

Every process symbol features links (assignments) which makes this diagram ideal for navigating directly to a specific YaSM process or sub-process.

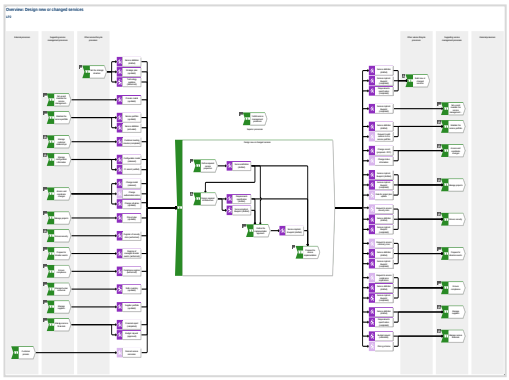
This ARIS diagram is of type “Process landscape”.



Process overviews

Overview diagrams show for each main YaSM process how it is related to the other main processes and what sub-processes it contains.

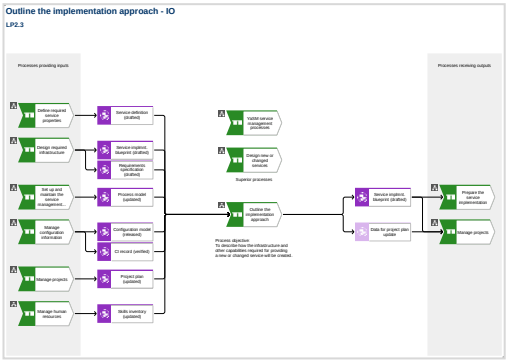
These ARIS diagrams are of type “Process landscape”.



Process input / output diagrams

Process input / output diagrams describe the process interfaces for each YaSM sub-process.

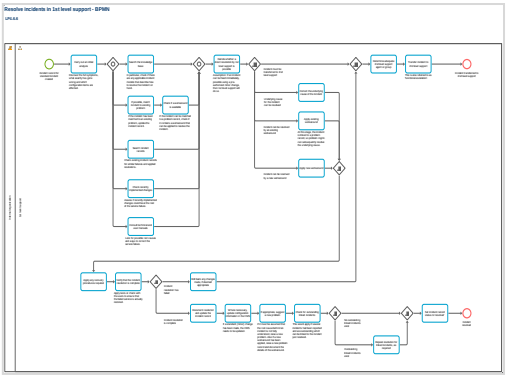
These diagrams are of type “Process landscape”.



BPMN flowchart diagrams

The details of each YaSM sub-process (activities, decisions and responsibilities) are described in BPMN flowchart diagrams with one or several swim lanes.

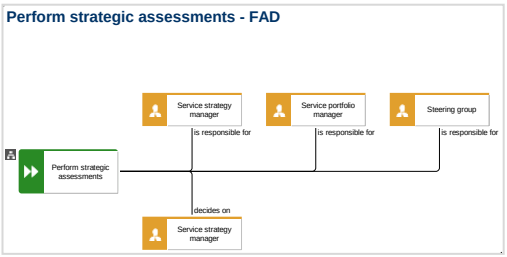
These ARIS diagrams are of type “BPMN process”.



Function allocation diagrams (FAD)

“Function allocation diagrams” are used in ARIS to create the RACI relationships between process and role objects. These relationships can then be shown in the RACI matrix.

There is one such diagram for each YaSM sub-process.



New RACI relationships can be defined in these diagrams or in the Details pane of a process object under Properties / RA(S)CI. In the latter case, ARIS will automatically create an occurrence of the new relationship in the FAD diagram related to the process, and the process and role objects become “connected objects”.

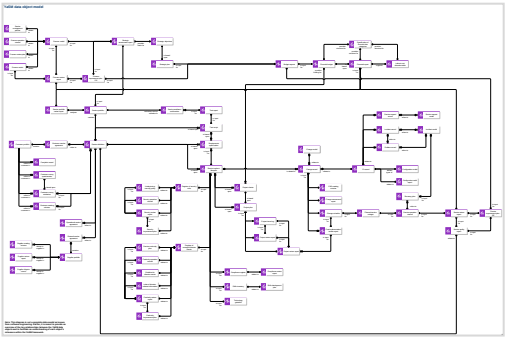
Overview of YaSM data objects (“YaSM objects”)

This diagram provides a list of all data objects (process inputs and outputs) used in the YaSM® Process Map, sorted by the processes which are most closely associated with the objects.

Every YaSM data object has an associated checklist which describes the object in more detail, and an associated “object lifecycle” diagram.

The overview of YaSM objects is an ARIS diagram of type “Process landscape”.

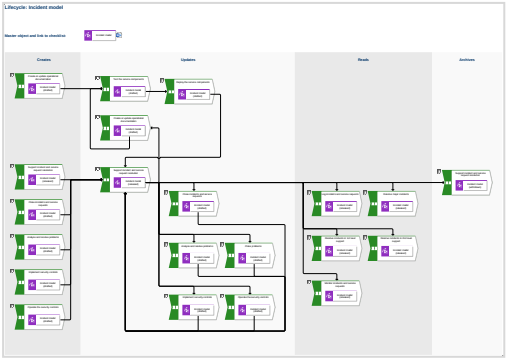
YaSM data object model



The YaSM data object model provides a complete overview of the key relationships between the YaSM objects. The data model helps to understand the relevance of each YaSM data object within the YaSM framework.

This ARIS diagram is of type “Data model”.

Object lifecycle diagrams



Object lifecycle diagrams are available for every YaSM data object. Their aim is to show which YaSM processes create, update, read and archive particular YaSM objects, and how their status changes throughout their lifecycle.

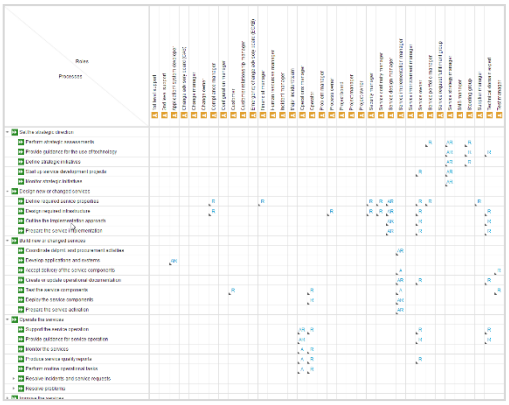
These ARIS diagrams are of type “Process landscape”.

RACI matrix

The RACI or responsibility matrix provides a summary of the YaSM roles and their responsibilities in the YaSM processes.

The RACI matrix is an ARIS model of type “Matrix model”.

For more details about the RACI matrix, see section “RACI matrix” from page 22.

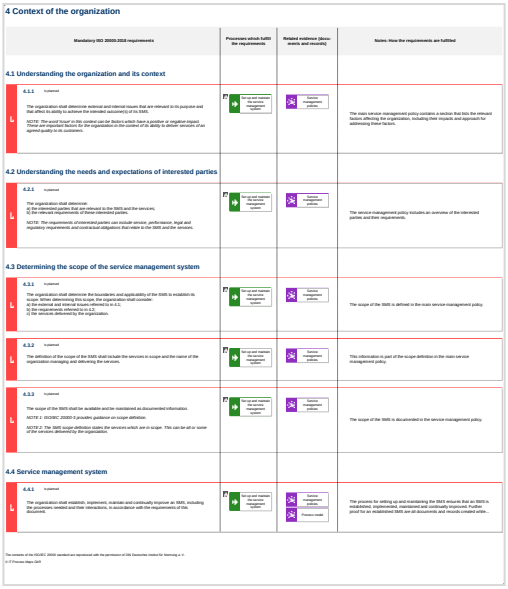


Diagrams of the YaSM® - ISO 20000 Bridge

The diagrams of the YaSM® - ISO 20000 Bridge provide a cross reference between all ISO 20000 requirements and the YaSM processes and objects.

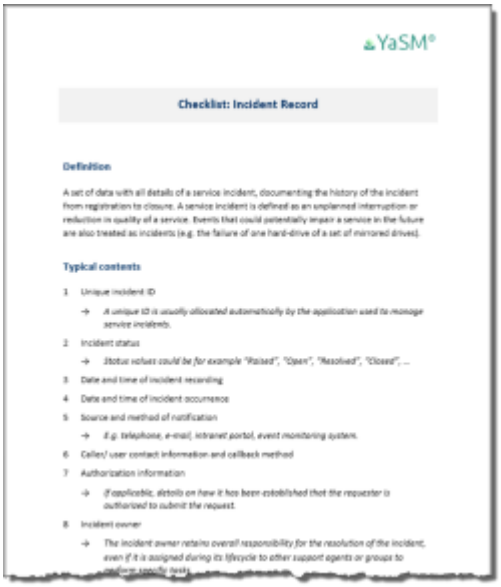
These ARIS diagrams are of type “Requirement allocation diagram”.

Note: These diagrams are included in the YaSM ARIS database only if the customer has purchased a license for the YaSM® - ISO 20000 Bridge.



Checklists/ document templates

The checklists in Microsoft Word format explain the YaSM key terms in detail. Typically, a YaSM checklist exemplifies the structure of the data or information contained in a document or record.


YaSM®

Checklist: Incident Record

Definition

A set of data with all details of a service incident, documenting the history of the incident from registration to closure. A service incident is defined as an unplanned interruption or reduction in quality of a service. Events that could potentially impair a service in the future are also treated as incidents (e.g. the failure of one hard-drive of a set of mirrored drives).

Typical contents

1 Unique incident ID
→ *A unique ID is usually allocated automatically by the application used to manage service incidents.*
2 Incident status
→ *Status values could be for example "Raised", "Open", "Resolved", "Closed", ...*
3 Date and time of incident recording
4 Date and time of incident occurrence
5 Source and method of notification
→ *E.g. telephone, e-mail, intranet portal, event monitoring system.*
6 Caller/ user contact information and callback method
7 Authorization information
→ *If applicable, details on how it has been established that the requester is authorized to submit the request.*
8 Incident owner
→ *The incident owner retains overall responsibility for the resolution of the incident, even if it is assigned during its lifecycle to other support agents or groups to*

Example: The checklist for the incident record explains what information is typically maintained for service incidents.

Checklists are available for every YaSM data object and are generic, i.e., applicable to most organizations.

Many checklists can be used as document templates. For instance, the checklist for service agreements can serve as a starting point when you need to create such agreements in your organization.

Quick references

"Quick references" provide overviews of the different types of objects used in the process model in printer-friendly format:

YaSM process descriptions

This PDF quick reference provides a list of all YaSM processes defined in the YaSM process model, complete with brief descriptions of the process objectives.

YaSM glossary

The YaSM glossary in PDF format contains definitions or short descriptions of the YaSM key terms.

Many of those terms correspond to "YaSM data objects" in the YaSM® Process Map, which are used to describe the information flows between the YaSM processes. For each YaSM data object there is a checklist with more detailed information.

Process inputs/ outputs

This Excel workbook ("*process_inputs_outputs.xlsx*") contains two tables, providing a complete list of inputs and outputs for each pro-

cess. Filtering and sorting can be applied to create specific views, focusing on particular processes, inputs or outputs.

YaSM role descriptions

This PDF document contains short descriptions or definitions of all YaSM roles. Role objects are used in the YaSM® Process Map to illustrate the responsibilities for whole processes or single process activities.

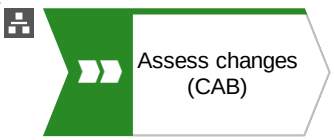
Process metrics

To support the selection of suitable process metrics, the YaSM® Process Map contains for each process a list of widely used metrics with brief definitions in PDF format.

ARIS object types used in the process diagrams

Process objects

A process object (an ARIS object of type “Function”) represents a whole YaSM process or sub-process. A double-click on the “assignment” icon next to the process symbol will open a diagram with more details about the process.



In the BPMN diagrams, embedded processes are represented as “Call activity (collapsed)” symbols. Regardless of their representation, all process symbols are occurrences of the same process objects.

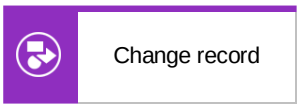
The YaSM® Process Map stores all process objects in a specific ARIS folder: Main group/Processes.

Three attributes are maintained for this object type:

— “Name” (name of the process)
— “Identifier” (reference or outline number of the process)
— “Description/Definition” (short summary of the process objectives).

YaSM data objects (“YaSM objects”)

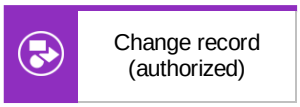
YaSM data objects (ARIS objects of type “Cluster/Data model”) represent process inputs and outputs. Their main purpose is to illustrate the information flows between the YaSM processes.



Master object

YaSM data objects are stored in the folder Main group/Data/YaSM data objects.

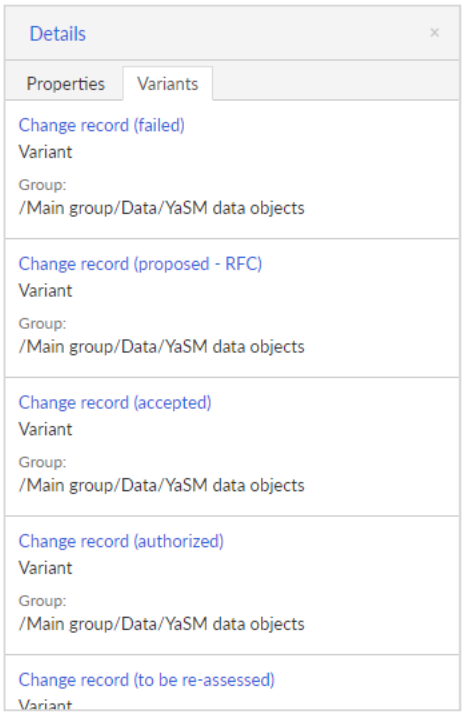
For every YaSM object, the YaSM® Process Map contains one “master object”, and one or several variants which represent specific states of the object. The states are indicated in brackets after the object name.



Object variant representing a specific state of a YaSM data object

The purpose of using variants representing different states is easily understood when looking at the lifecycle diagram for a YaSM data object: The variants allow us to show how an object’s state changes as it is created, updated, read and archived by different YaSM processes.

Variants are ordinary ARIS objects like any others, where ARIS maintains variant information as a special type of relationship between the master and its variants. This can be seen in the Details pane of the object, as in the example on the left which shows the variants of the change record object.



The list of variants in the Details pane is also the place where new variants of an object can be defined (these can be either new or existing ARIS objects).

Five attributes are maintained for YaSM objects:

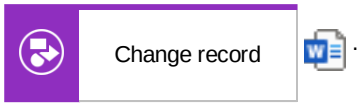
— "Name" (name of the object)

— "Description/ Definition" (short description of the object)

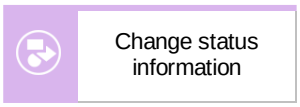
— "Remark/ Example" (an indication that the object is a "YaSM data object", complete with a lifecycle diagram and a checklist)

— "Title 1" (contains "." as a workaround - if this attribute is left empty, the full hyperlink path may be displayed next to the Word icon)

— "Link 1" (a link to the object's associated checklist)
If this attribute is "placed" next to the object shape in an ARIS diagram, a Word icon will be shown next to the shape that can be clicked to open the linked checklist; an example are the master objects located at the top of the lifecycle diagrams.



"Other data objects"



Just like YaSM data objects, "other data objects" (ARIS objects of type "Cluster/Data model", shown with a lighter fill color) represent information flowing from one process to another. But unlike the YaSM data objects, where YaSM has strong views about their content, such objects are mostly informal data or information. There are no associated lifecycle diagrams or checklists.

These objects are stored in the folder Main group/Data/Other data objects.

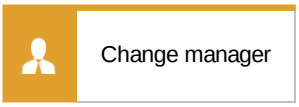
Two attributes are maintained for this object type:

— "Name" (name of the object)

— "Description/ Definition" (short description of the object).

Roles

Role objects (ARIS objects of type “Role”) are used in the function allocation diagrams to create RACI relationships.



Role objects are stored in the folder Main group/Roles.

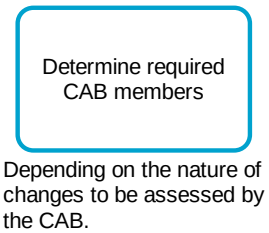
Two attributes are maintained for this object type:

— “Name” (name of the role)

— “Description/ Definition” (brief role description)

Activities

Tasks (ARIS objects of type “Function”) represent single activities in the BPMN process diagrams.



Two attributes are maintained for this object type:

— “Name” (name of the task)

— “Description/ Definition” (additional notes, if applicable).
If a process activity requires additional explanations, these are stored in the object’s “Description/Definition” attribute. This attribute is then “placed” below the object so that explanation is displayed below the task.

Start and end events

Start and end events in the BPMN diagrams represent the start and end points of the processes.

Two attributes are maintained for this object type:

— “Name” (name of the event)

— “Description/ Definition” (additional notes, if applicable).
If an event requires additional explanations, these are stored in the object’s “Description/Definition” attribute. This attribute is then “placed” below the object so that the explanation is displayed below the event.

Gateways

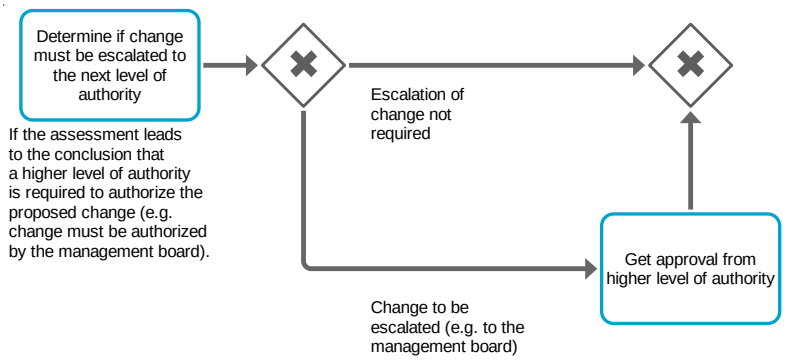
BPMN gateways (ARIS objects of type “Rule”) are used to control the flow of activities in a process. The YaSM® Process Map uses three types of gateways:

— exclusive (XOR) gateways

— inclusive (OR) gateways

— parallel (AND) gateways.

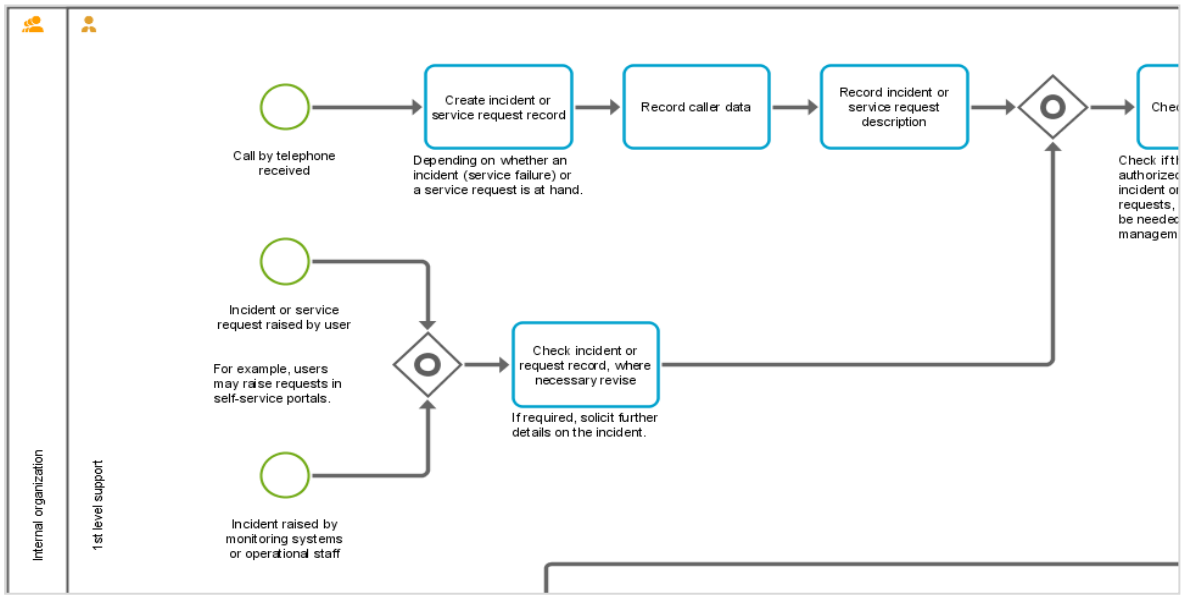
Exclusive gateways route the sequence flow to *exactly one* of the outgoing branches. Condition expressions on the outgoing connections determine which of the outgoing paths is to be selected. The condition expressions are stored in attributes of the outgoing connections. These attributes are displayed ("placed") at appropriate positions next to the connections.



Inclusive gateways indicate a split in the process flow into two or more paths where *one or more* of the outgoing paths shall be taken. If no explicit conditions are given, the most appropriate outgoing paths are to be selected.

Parallel gateways indicate a split in the process flow into two or more branches where *all* of the outgoing paths shall be taken.

Pools and swim lanes



Pools and swim lanes are used in the BPMN diagrams to clarify responsibilities and create relationships between organizational units, roles and activities.

The BPMN diagrams of the YaSM® Process Map always include one pool with one or several swim lanes.

The pool is an ARIS object of type “Organizational unit”, displayed with a symbol of type “Organizational unit lane”.

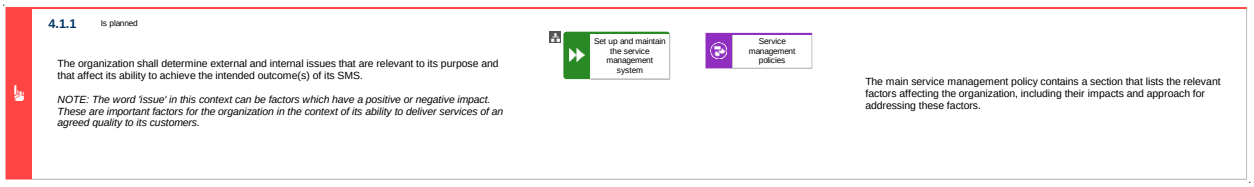
All diagrams use the same pool object named “Internal organization”. You can change the name of this object, or swap the underlying object definition for the pool. You can also add additional pools, for example if your processes show the activities of external parties.

Lanes are ARIS objects of type “Role”, displayed as “Role lanes”. When activities are placed inside lanes, this creates relationships between the activities and the roles. You can change the names of the swim lanes, or swap the underlying object definitions for the lanes. You can also add new lanes inside the pool.

Please note: In the original state of the YaSM® Process Map, the role lanes are not used to define the RACI relationships in the RACI matrix. The RACI matrix shows relationships on the process and sub-process levels, which are created either in the Details pane for a process object and/or in the function allocation diagram for a process (see also “RACI matrix” from page 22).

ISO 20000 Requirements

ARIS objects and symbols of type “Requirement” are used in the diagrams of the YaSM® - ISO 20000 Bridge to represent the ISO 20000 requirements.



Four attributes are maintained for this object type:

— “Name” (reference number of the requirement, starting with the ISO 20000 section number)

— “Description/Definition” (details of the requirement)

— “Remark/Example” (further notes on how the YaSM processes and objects contribute to fulfill the requirement; this attribute can

also be used to enter additional information on how the organization fulfills a specific requirement)

— "Realization status" (this attribute may be used, for example, to indicate that a requirement is fulfilled).

The requirement objects are linked to the processes and data objects placed inside the shapes via implicit relationships for overlapping symbols.

Note: These models and objects are included in the ARIS model only if the customer has purchased a license for the YaSM® - ISO 20000 Bridge.

RACI matrix

The RACI matrix of the YaSM® Process Map is an ARIS model of type “Matrix model”.

The RACI matrix displays responsibility relationships between the YaSM roles and the YaSM processes, using abbreviations as defined in the RACI model:

— R - Responsible: Those who do the work to achieve a task. There is typically one role with a participation type of “Responsible” for every task in a YaSM process. It is also possible that several roles cooperate to execute a task.
— A - Accountable: Those who are ultimately accountable for the correct and thorough completion of a YaSM process, and to whom “Responsible” reports. Typically, there is exactly one process owner and therefore one “Accountable” relationship specified for each process.

Some RACI matrices also show two other levels of responsibility:

— C – Consulted: Those who are not directly involved in a process but provide inputs and whose opinions are sought.
— I – Informed: Those who receive outputs from a process or are kept up-to-date on progress, often on completion of a task or deliverable.

The RACI matrix contained in the YaSM® Process Map does not contain “Consulted” and “Informed” entries, as in our experience most organizations prefer a simple form or responsibility matrix which is easier to maintain. Furthermore, the process diagrams and data object lifecycle diagrams of the YaSM model are better suited to describe the information flows between the processes than a RACI matrix.

This notwithstanding, users of the YaSM® Process Map are free to add “Consulted” and “Informed” relationships to the RACI matrix if required.

ARIS relationships in the RACI matrix

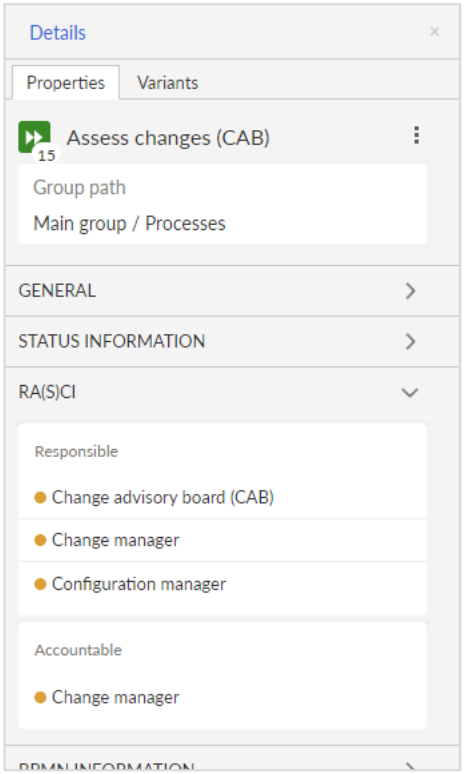
As all matrix models in ARIS, the RACI matrix is based on relationships between ARIS objects: Each entry in the matrix corresponds to a relationship between a process object and a role object in the ARIS database.

The YaSM® Process Map uses two pre-defined ARIS relationship types between roles and processes in its RACI matrix:

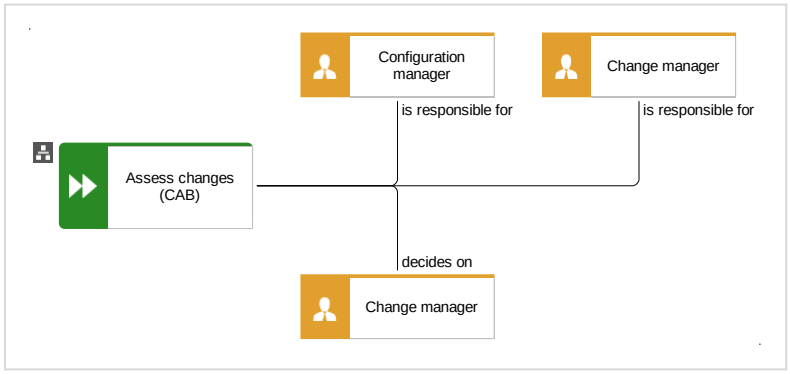
Pre-defined ARIS relationship types	RACI levels of responsibility
Is responsible for	R - Responsible
Decides on	A - Accountable

The RACI relationships for each YaSM process are defined in the Details pane of the process object, as shown on the right. In this example, the change manager is the process owner (“Accountable”), and three roles are responsible for performing activities in the process (“Responsible”).

Here, you can also add additional RACI relationships between the process and existing or new roles. ARIS refers to processes and roles that are related in this way as “connected objects”.

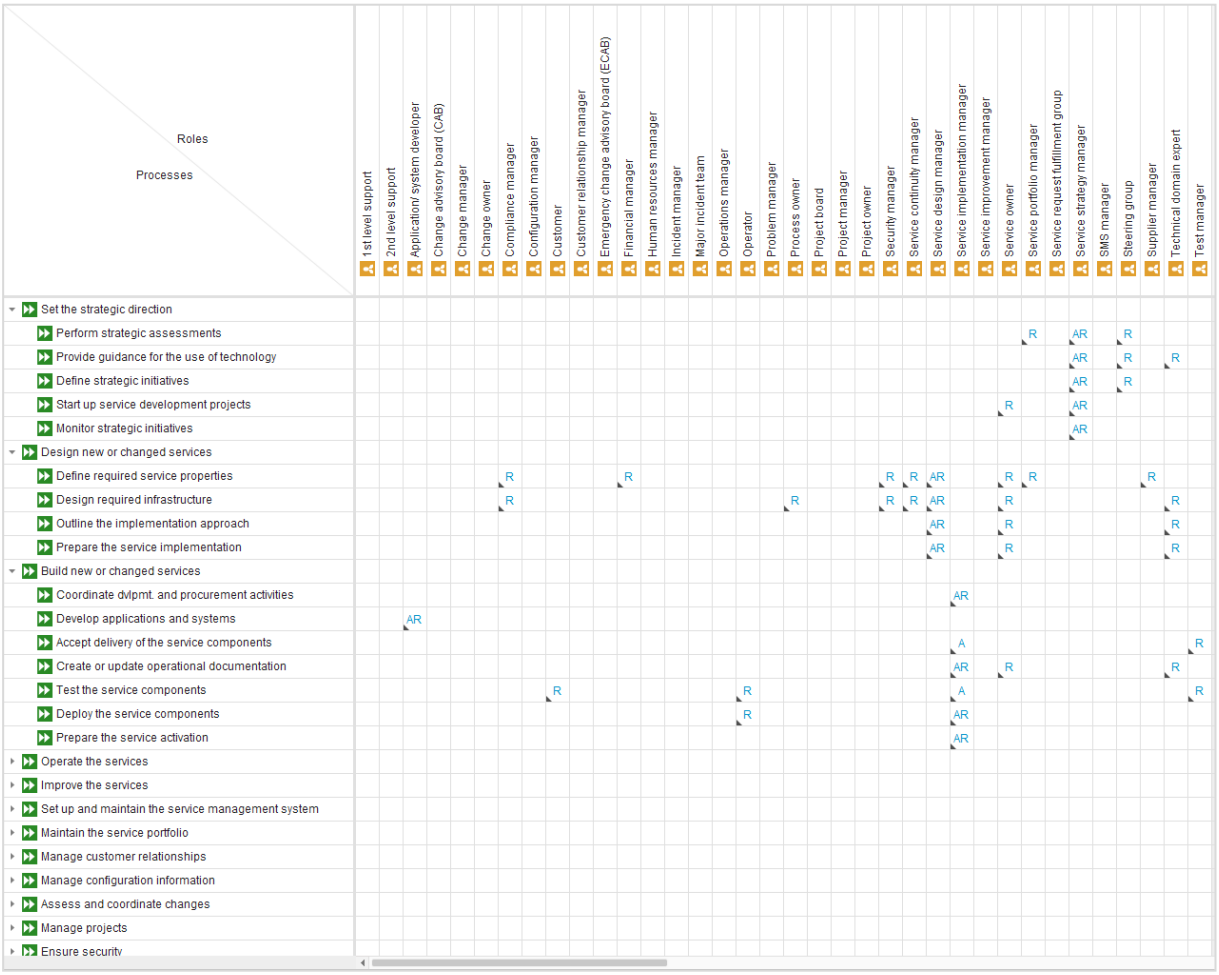


When RACI relationships are created in this way, they need to be stored permanently in the ARIS database. To this effect, ARIS adds such relationships automatically to the function allocation diagram associated with the process (see image to the right).



It is also possible to insert RACI relationships directly into the function allocation diagram.

Once such relationships have been defined, they can be displayed in the RACI matrix.



The RACI matrix will update itself as the responsibility relationships between process and role objects change in the ARIS database.

IT Process Maps GbR

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