

Legal obligations

Numerous actors

Federalism

Complex requirements

High dependencies

KONSENS



**Process management in a
federal environment:**

**The implementation of the
KONSENS process model**



Who we are



Carolin Rubach

Head of
QM KONSENS



Luisa Burk

Process Manager
QM KONSENS

Our MISSION as QM KONSENS:

Planning, controlling,
securing and
optimizing all
processes in the
overall KONSENS
project



Structure

**Overall KONSENS
program**

Initial situation

Big Picture

Procedure

**KONSENS process
model in action**

Conclusion

Overall KONSENS program

Overall KONSENS program

At a glance



KO	Coordinated
N	New
S	Software
EN	Development of the
S	Tax administration

What is it about?

Cooperation between the national government and federal states in the digitization of tax administration

The goal?

Unify, standardize and modernize

➤ One tax software for all federal states

Who is affected?

Citizens and companies

Overall KONSENS program

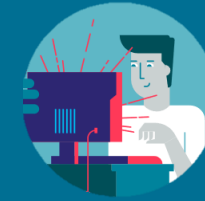
Participants



**16 federal states +
national
government**



19 IT procedures

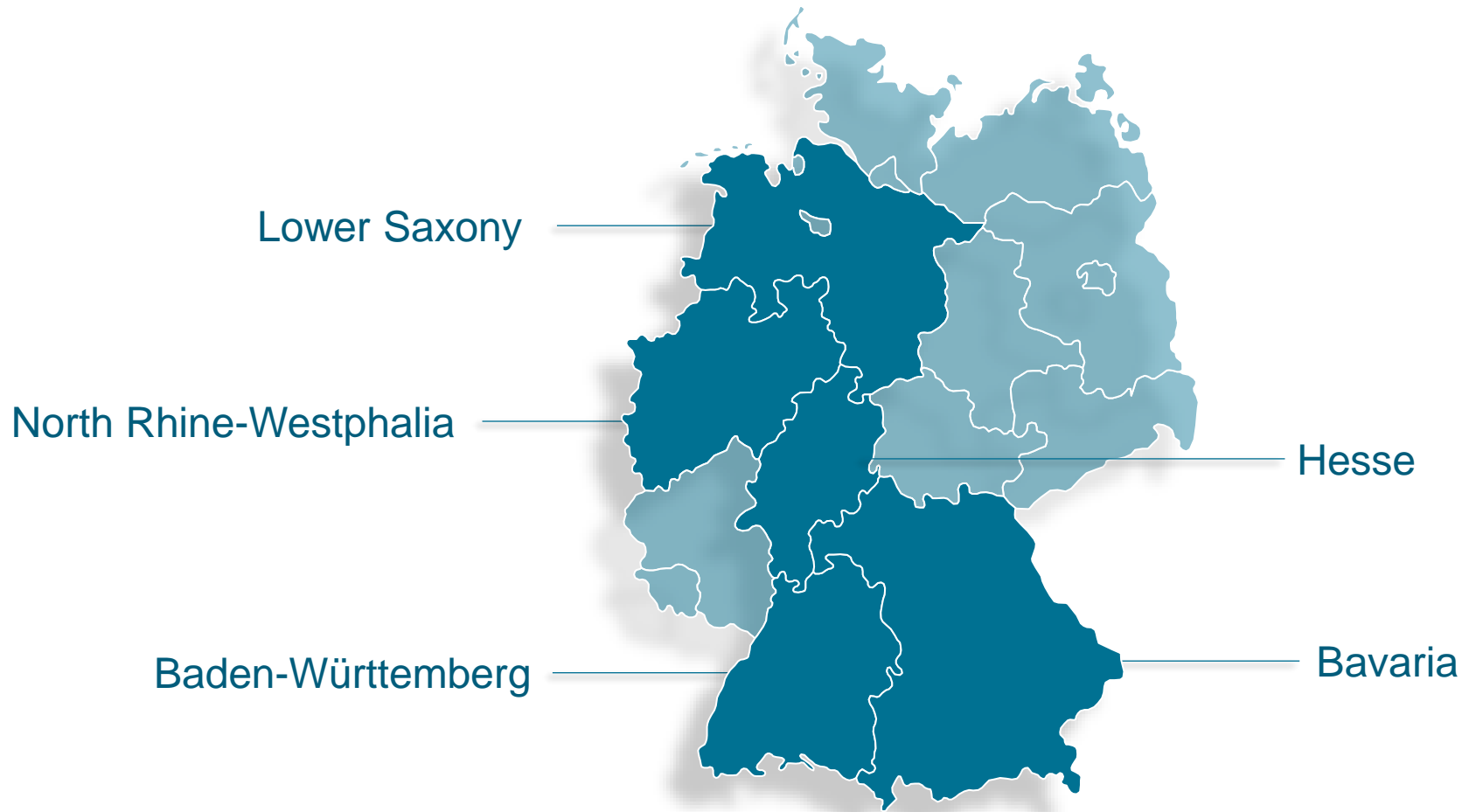


**1200+
employees**

The largest digitization undertaking in Germany

Overall KONSENS program

Interstate cooperation



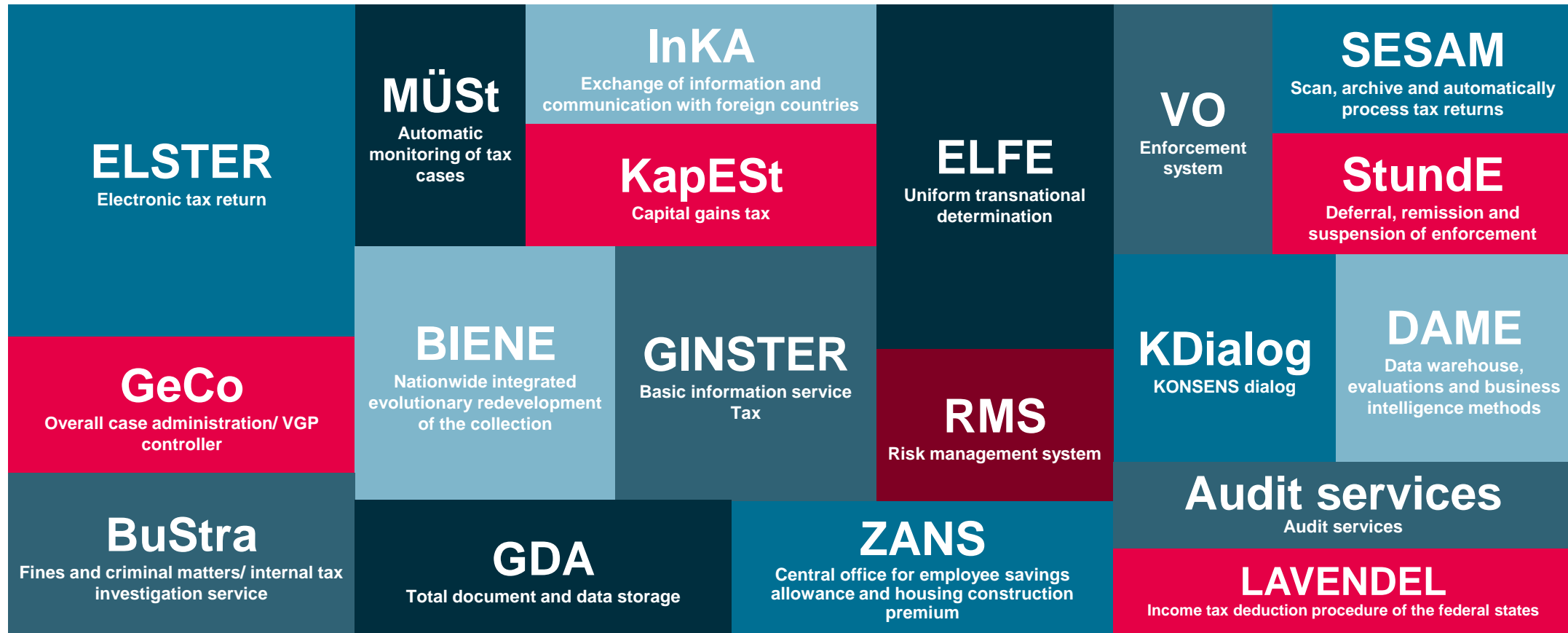
5 federal states take the lead in programming.

The others contribute to the financing.

This is highly efficient and avoids duplication of work.

Overall KONSENS program

IT procedures



Overall KONSENS program

Employees



Overall KONSENS program

(Central) organizational units

Requirements Management

Operations Management

Release and Deployment
Management

Marketing Management

Quality Management

Architecture Management

Multi-Project Management

Program Management

Initial situation

Legal obligations

Numerous actors

Federalism

KONSENS

Complex requirements

High dependencies

Only with successful process management can we, as the "colossal container ship" KONSENS, ensure that all processes and workflows are optimally interlinked.

Initial situation

Why process management is essential



**Increased
transparency**



**Resource
optimization**



**Quality
improvement**



**Increased
competitiveness**

Only with successful process management can we, as the "colossal container ship" KONSENS, ensure that all processes and workflows are optimally interlinked.

Initial situation

Status quo (2021)



No significant process management,
focus on document control

No systematic linking of processes

Modeling in ADONIS largely without
concrete specifications and uniform
systematics

Big Picture

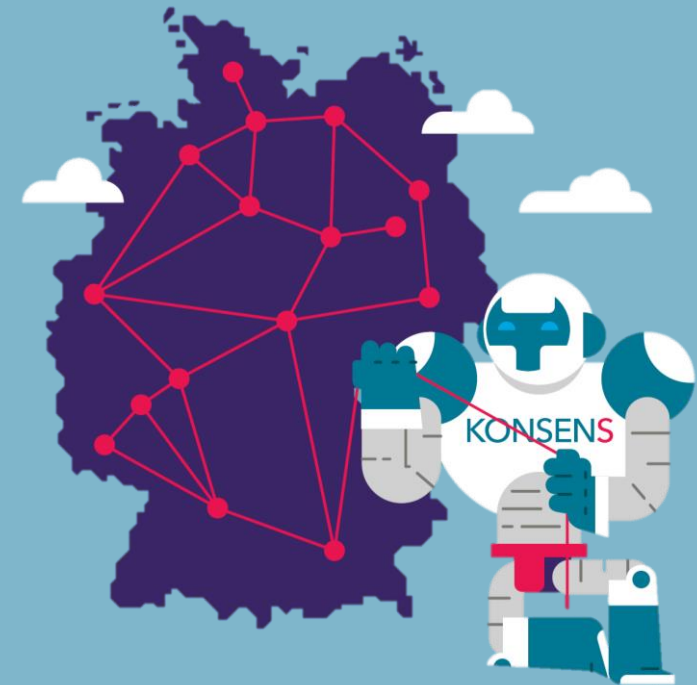
Big Picture

Where do we want to go?

1 Increased process transparency

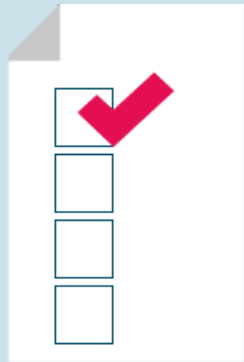
2 Systematic process assurance

3 Continuous process improvement



Big Picture

How do we get there?



The implementation of the KONSENS process model is the cornerstone for effective process management in the overall KONSENS program.

Procedure

Establishment of the KONSENS process model

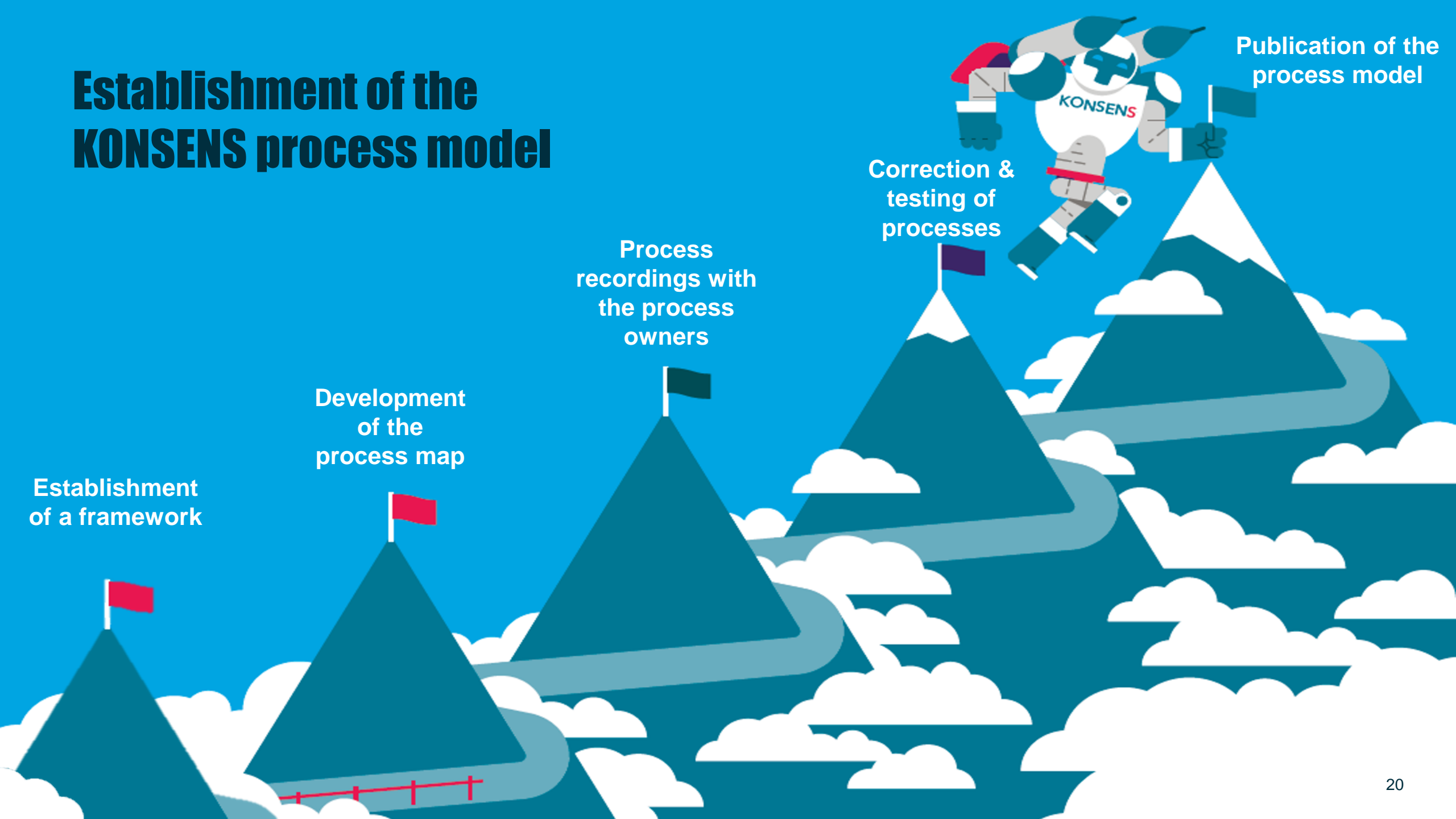
Establishment of a framework

Development of the process map

Process recordings with the process owners

Correction & testing of processes

Publication of the process model



Establishment of a framework

**Testing the suitability
of the ADONIS
modeling tool**

**Definition of a
uniform basic
structure**

**Four-part
structure of the
process model**

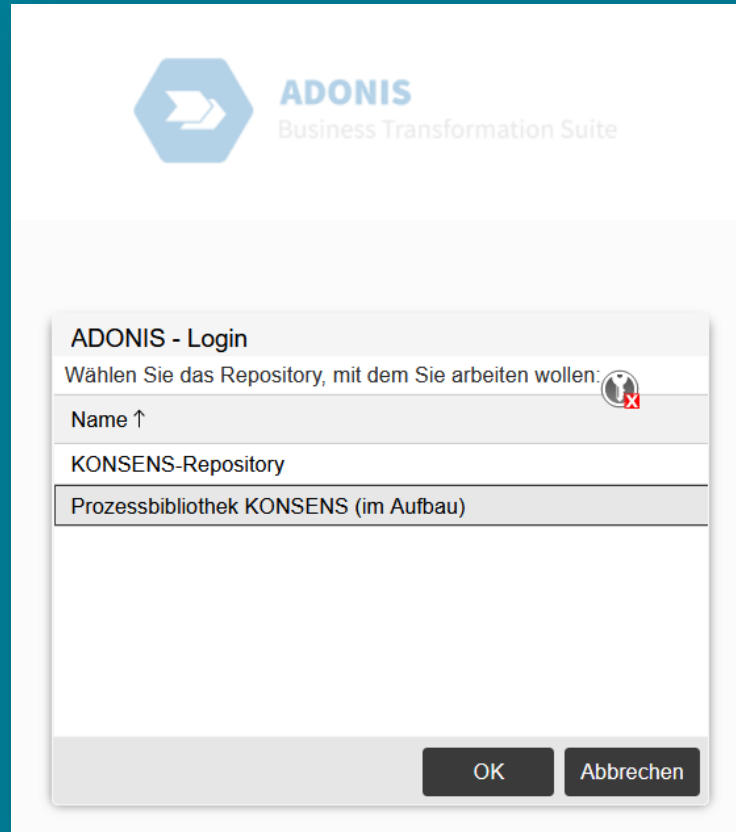
Establishment of a framework

Modeling tool ADONIS

- ✓ Existence & awareness of the tool in the organization
- ✓ Modeling language BPMN
- ✓ Holistic software solution
- ✓ Versioning, validation and release



Establishment of a framework KONSENS process library



ADONIS
Business Transformation Suite

ADONIS - Login

Wählen Sie das Repository, mit dem Sie arbeiten wollen:

Name ↑

KONSENS-Repository

Prozessbibliothek KONSENS (im Aufbau)

OK Abbrechen

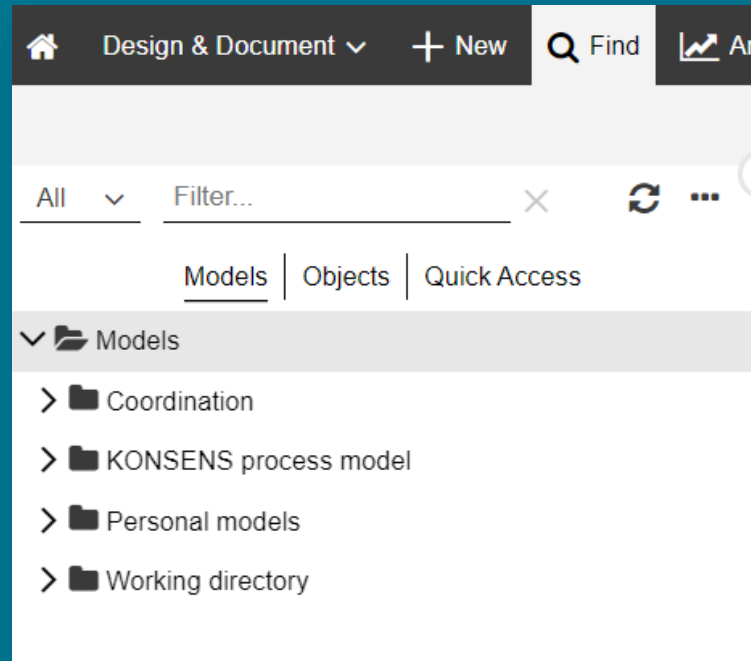


Creating a new repository
for the KONSENS process
model

Establishment of a framework

KONSENS process library

Model structure

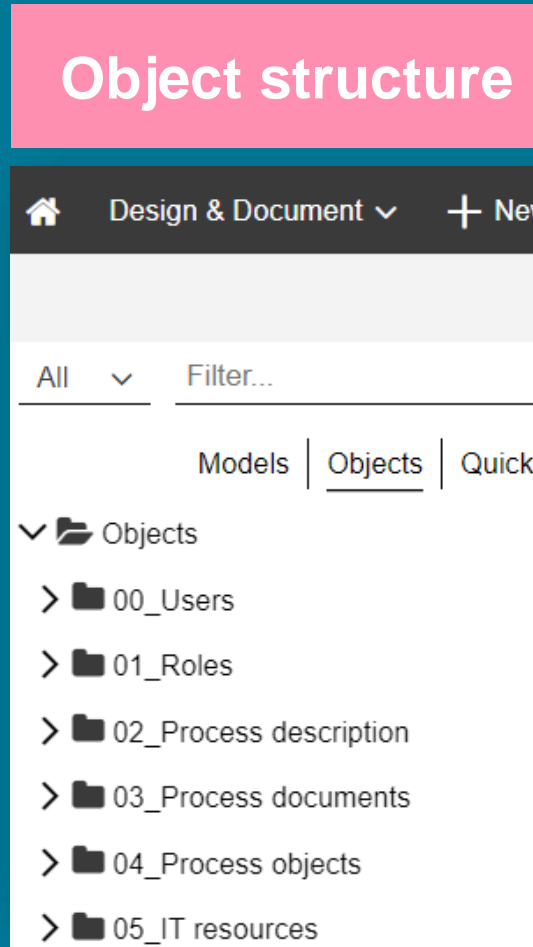


**Standardized and structured
storage of all models**

***(sorted by standardized process
naming)***

Establishment of a framework

KONSENS process library



**Standardized and structured
storage of all objects
(sorted by category)**

Establishment of a framework

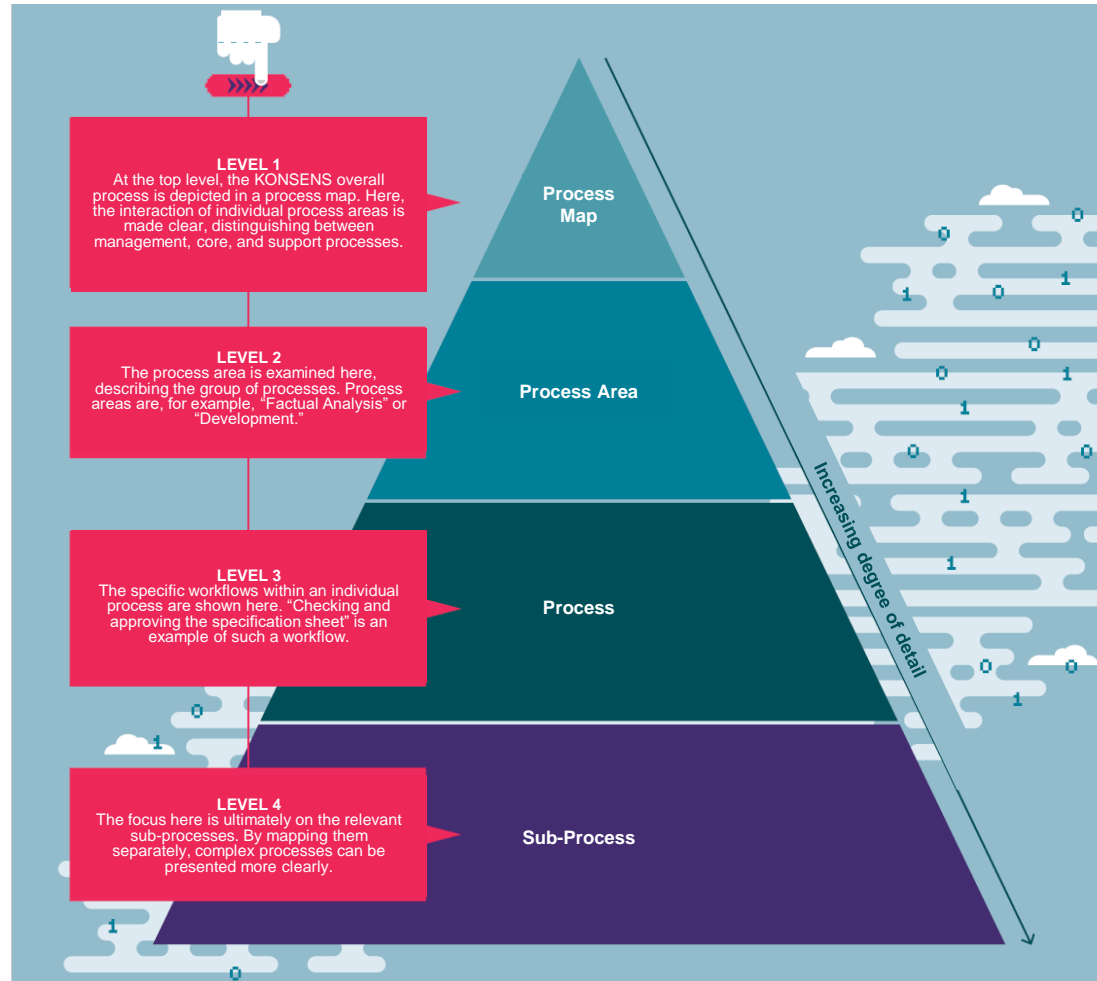
**Testing the suitability
of the modeling tool
ADONIS**

**Definition of a
uniform basic
structure**

**Four-part
structure of the
process model**

Establishment of a framework

Four-part structure



The process model comprises a total of four levels. It is structured from the general to the specific.

It promotes a holistic overview and provides greater transparency for all those involved. This creates the basis for optimizing processes efficiently.



LEVEL 1

At the top level, the KONSENS overall process is depicted in a process map. Here, the interaction of individual process areas is made clear, distinguishing between management, core, and support processes.

Process Map

LEVEL 2

The process area is examined here, describing the group of processes. Process areas are, for example, "Factual Analysis" or "Development."

Process Area

LEVEL 3

The specific workflows within an individual process are shown here. "Checking and approving the specification sheet" is an

Process

Increasing degree of



The process area is examined here, describing the group of processes. Process areas are, for example, "Factual Analysis" or "Development."

Process Area

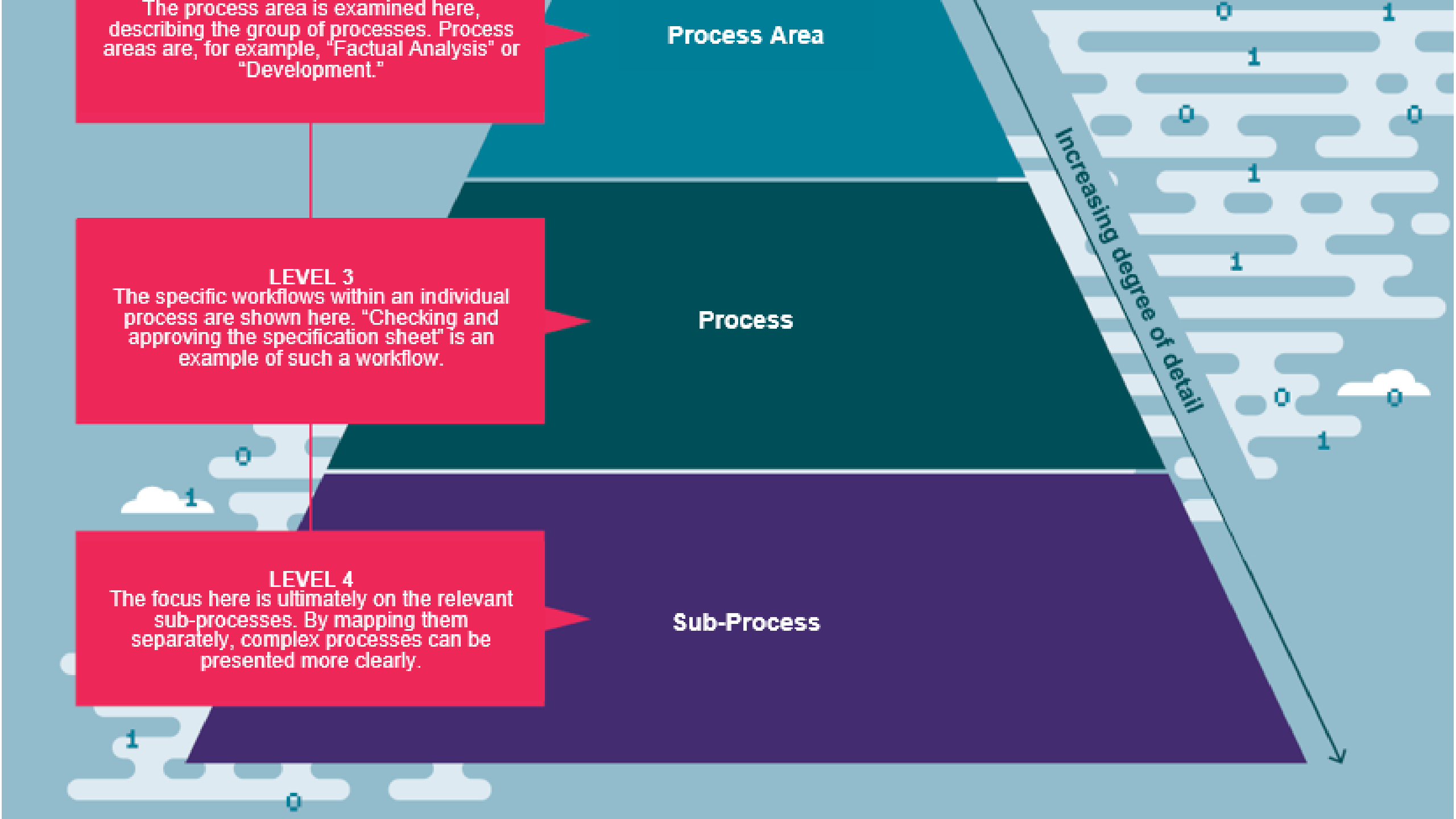
LEVEL 3
The specific workflows within an individual process are shown here. "Checking and approving the specification sheet" is an example of such a workflow.

Process

LEVEL 4
The focus here is ultimately on the relevant sub-processes. By mapping them separately, complex processes can be presented more clearly.

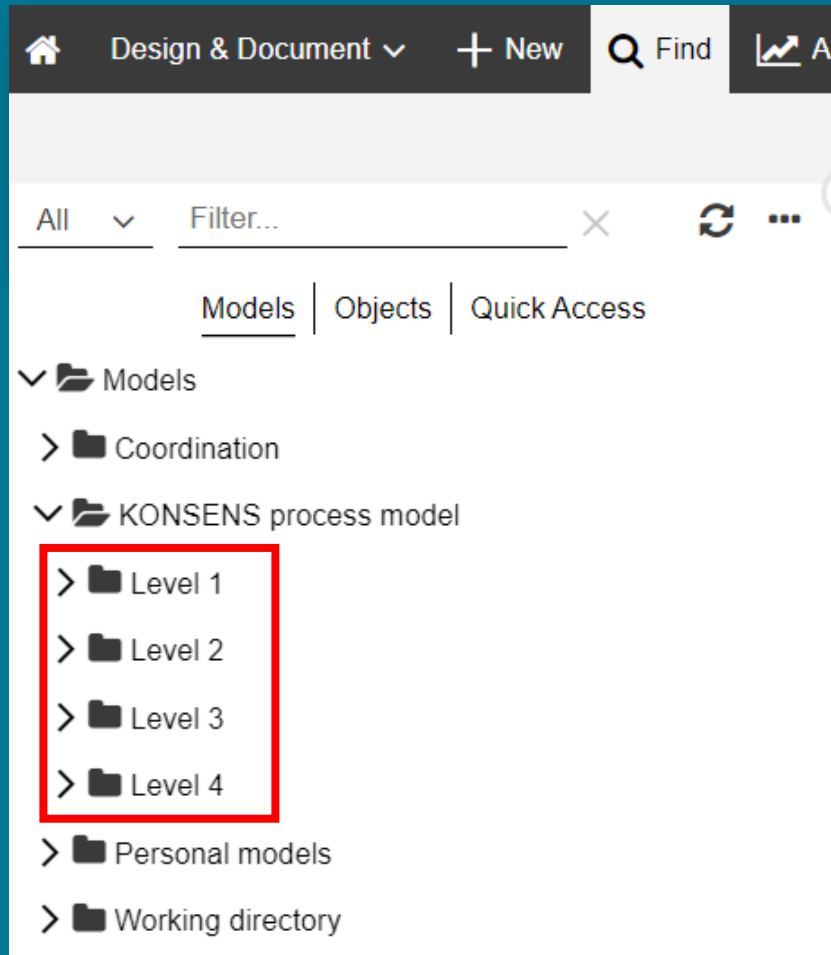
Sub-Process

Increasing degree of detail



Establishment of a framework

Four-part structure



Model structure

Standardized and structured storage of all models at the respective level

Establishment of the KONSENS process model

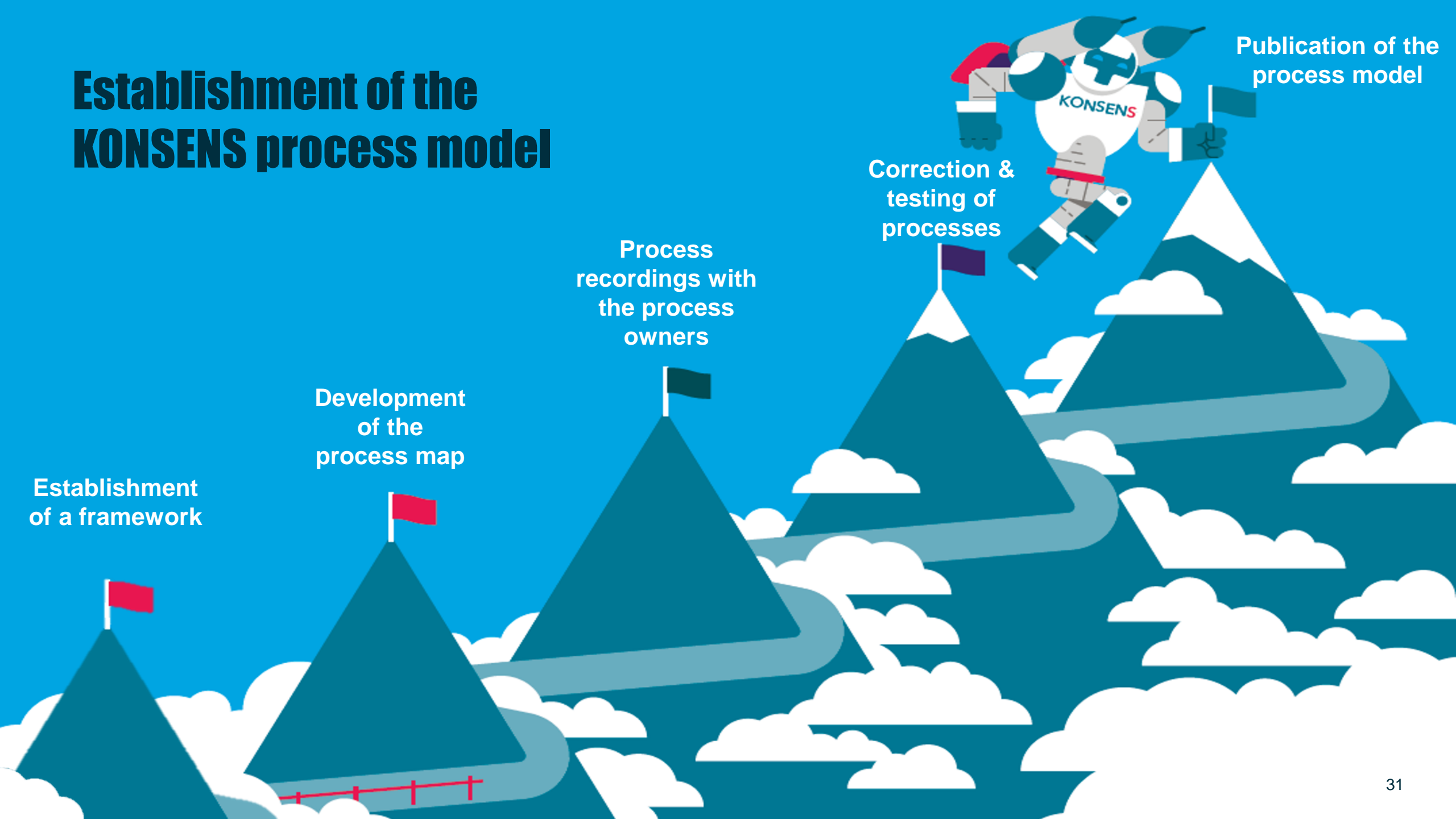
Establishment
of a framework

Development
of the
process map

Process
recordings with
the process
owners

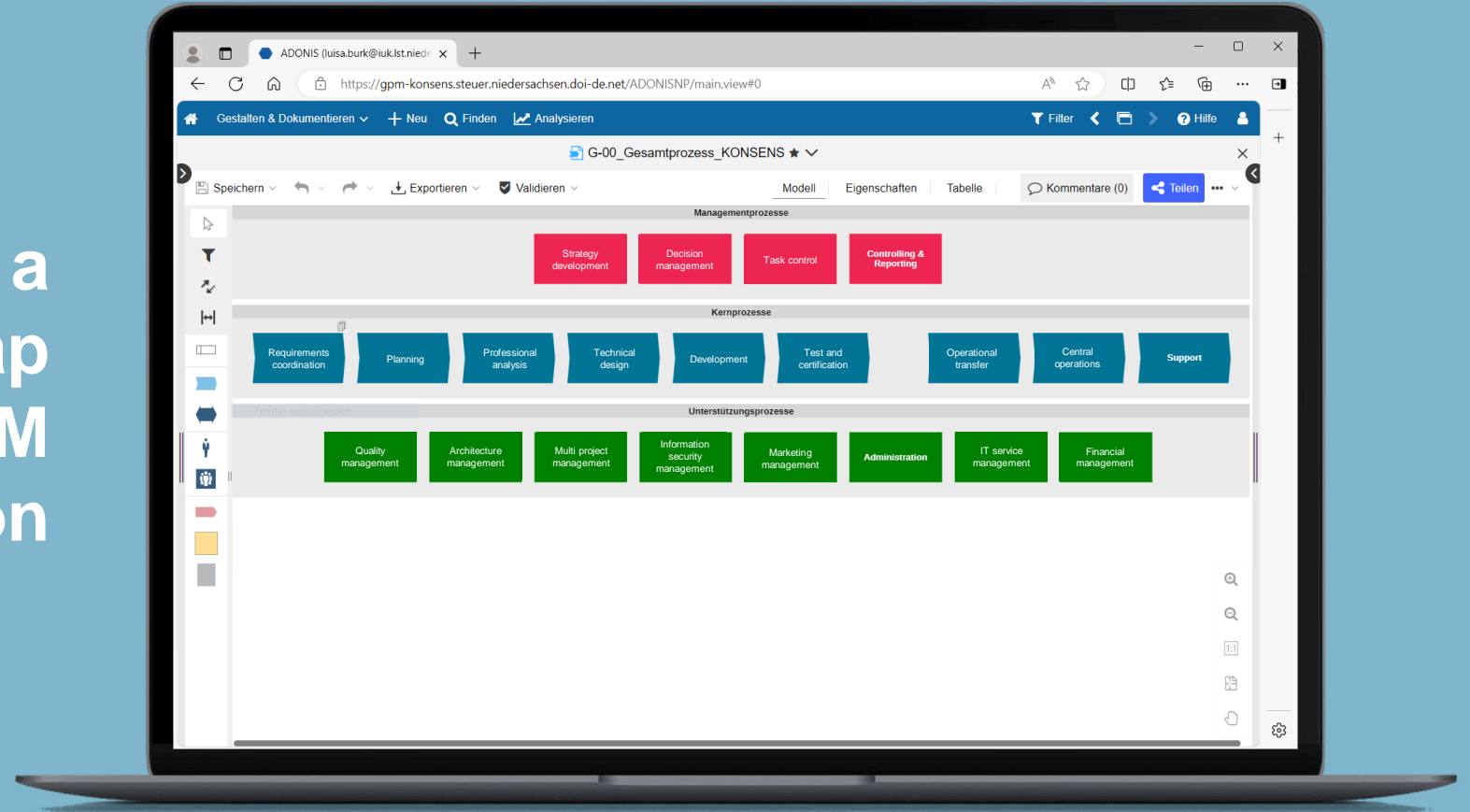
Correction &
testing of
processes

Publication of the
process model

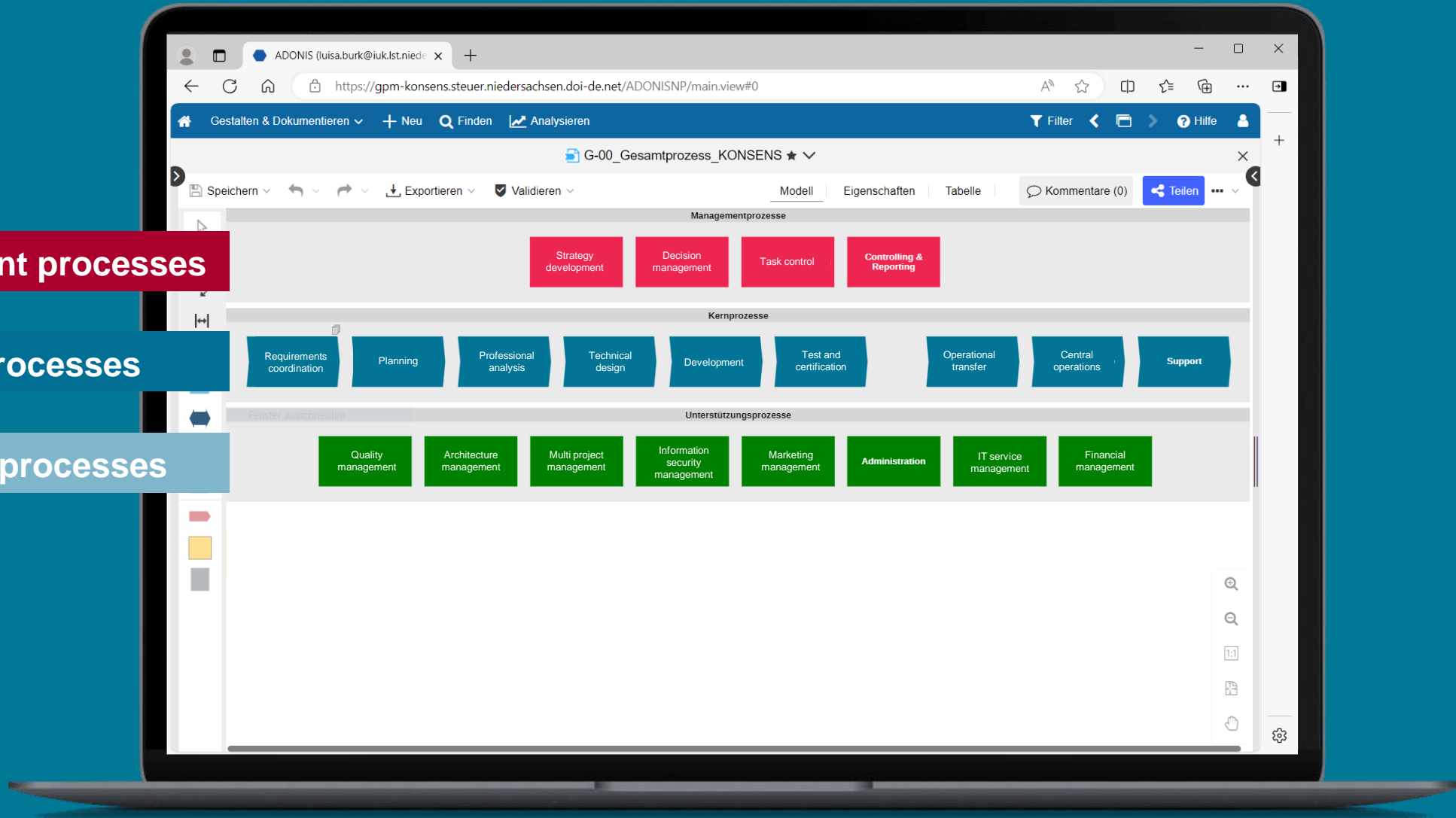


Development of the process map

Design of a
process map
based on the QM
documentation



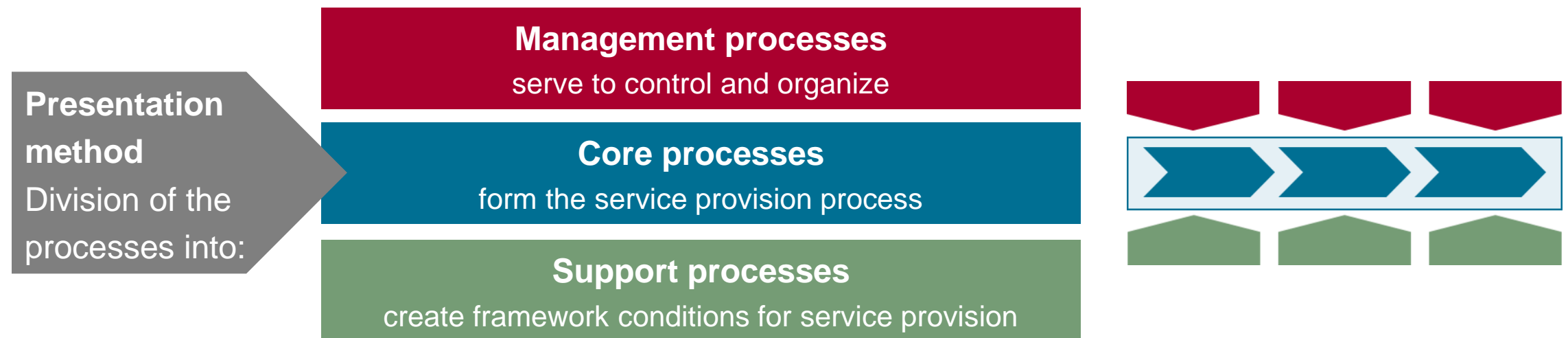
Development of the process map



Development of the process map

Structure

Mapping of all processes in the organization to obtain a holistic overview; processes are combined into overarching main processes



Development of the process map Structure in ADONIS

Use of clear process
identification

Models | Objects | Quick Access

- Models
 - Coordination
 - KONSENS process model
 - Level 1
 - Level 2
 - Level 3
 - K-01-AK-000_Requirements coordination
 - K-02-PL-000_Planning
 - K-03-FA-000_Business analysis
 - K-04-TD-000_Technical design
 - K-05-EW-000_Development
 - K-06-TZ-000_Operational transfer
 - K-06-TZ-000_Testing and certification
 - K-08-ZB-000_Central operation
 - K-09-SU-000_Support
 - M-01-ST-000_Strategy development
 - M-02-EM-000_Decision management
 - M-03-ST-000_Task management
 - M-04-CO-000_Controlling
 - U-01-QM-000_Quality management
 - U-02-AM-000_Multi-project management
 - U-04-IS-000_Information security management
 - U-05-MA-000_Marketing management
 - U-06-AD-000_Administration
 - U-07-IT-000_IT service management
 - U-08-FM-000_Financial management

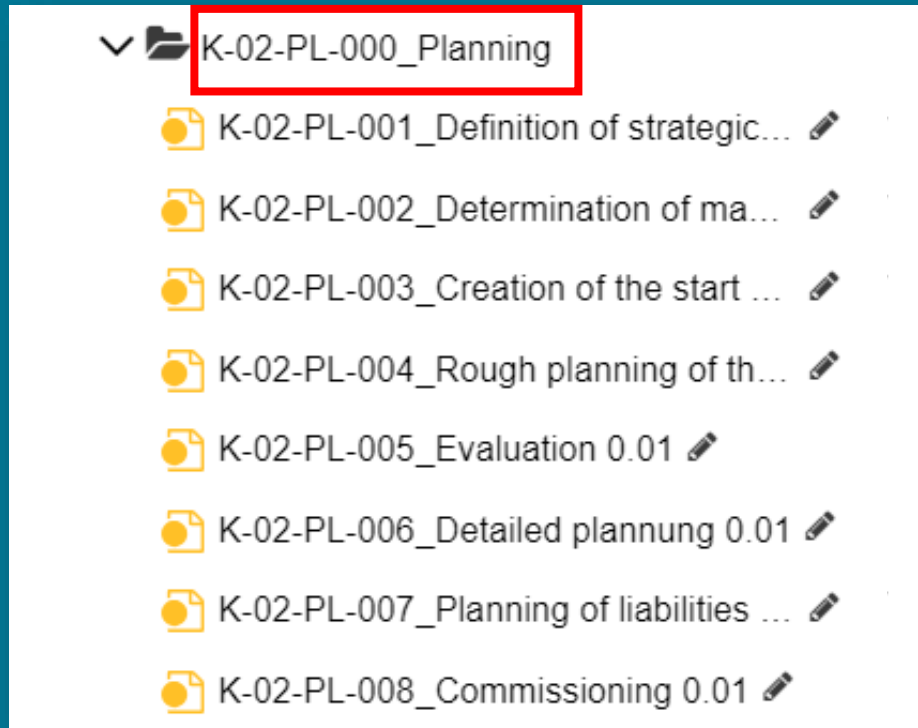
K

M

U

Development of the process map

Structure in ADONIS



Process coding according to a classification scheme

Example:

K-02-PL-000

Category-
Process area (number + abbreviation)-
Consecutive number

Establishment of the KONSENS process model

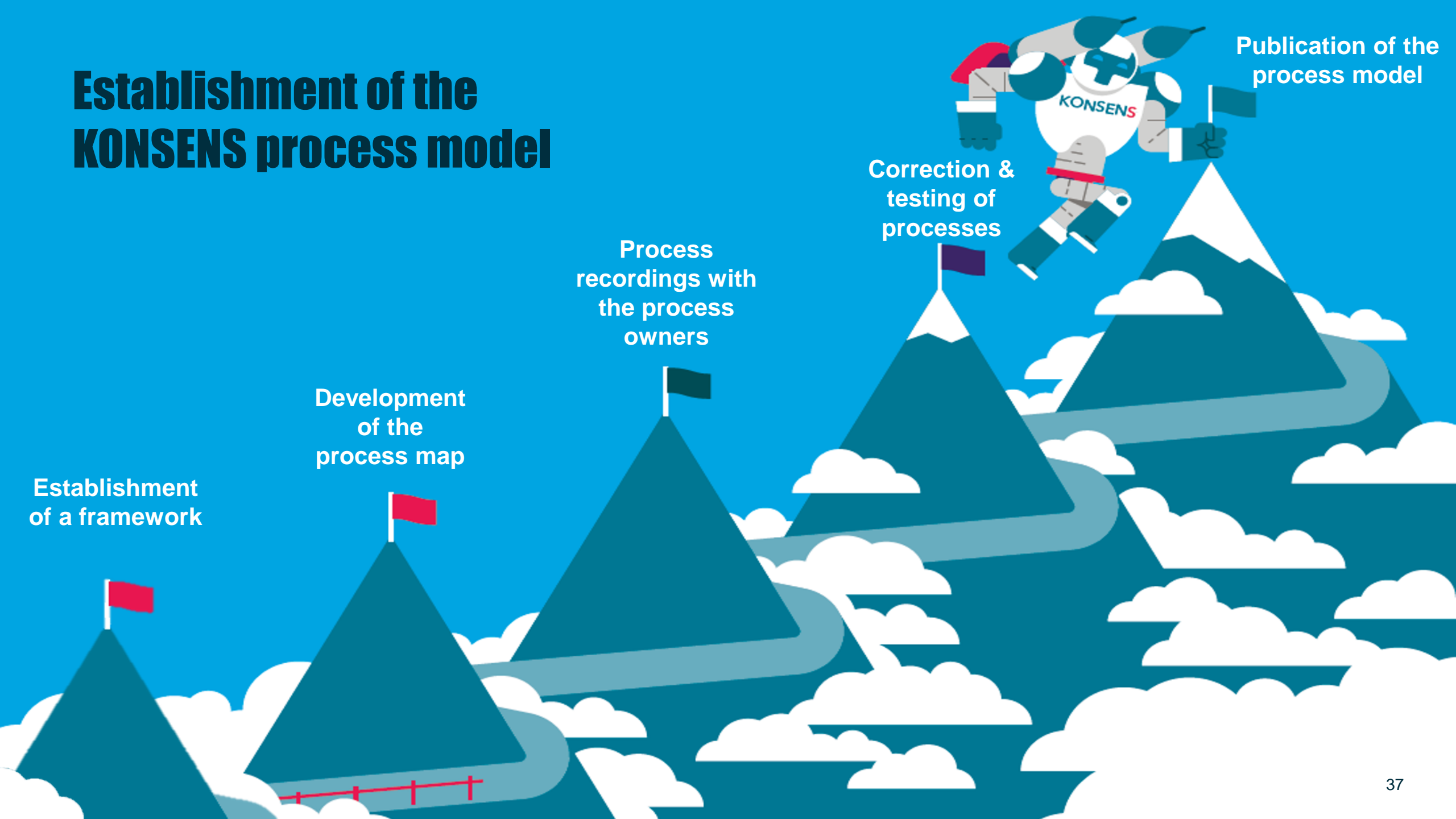
Establishment
of a framework

Development
of the
process map

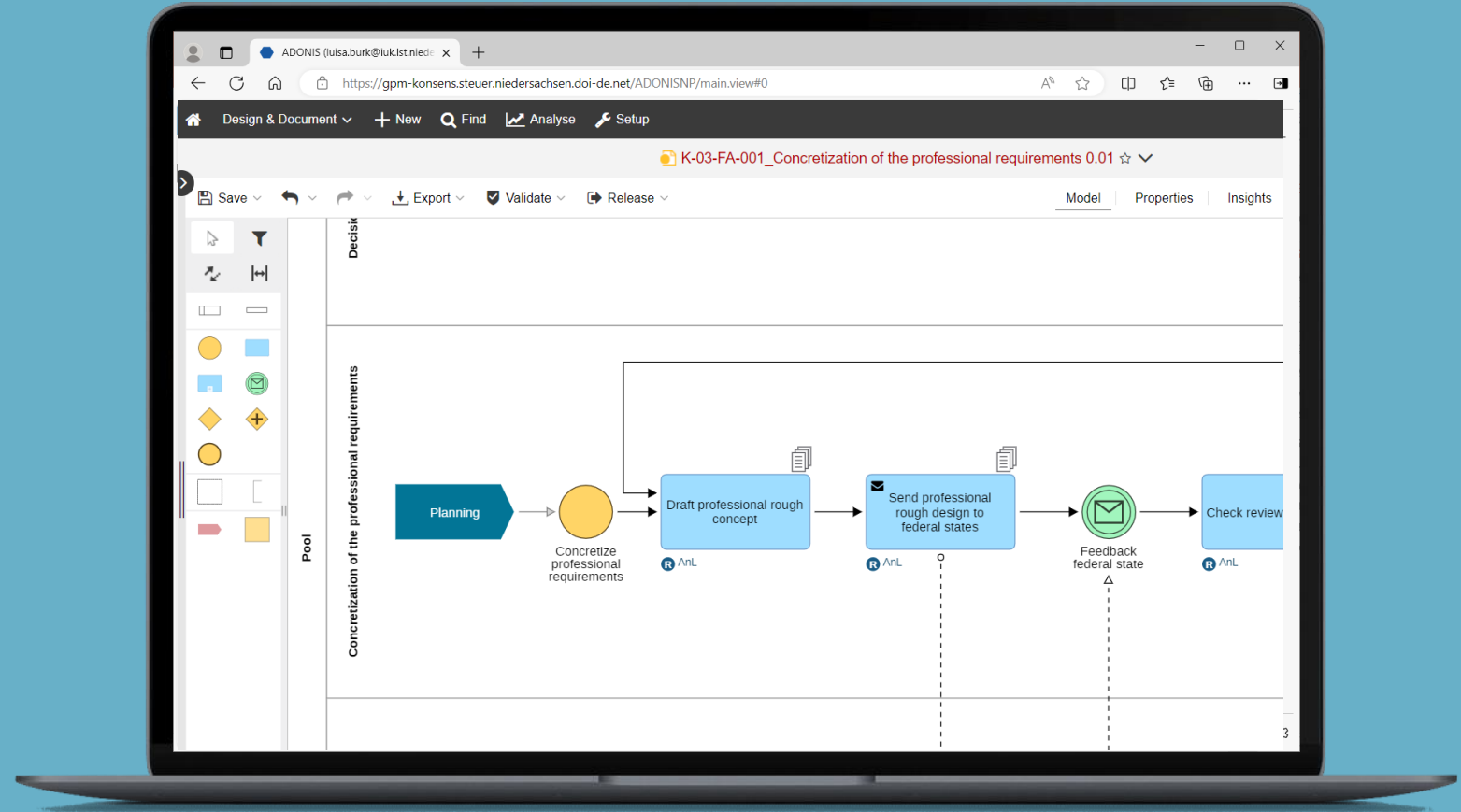
Process
recordings with
the process
owners

Correction &
testing of
processes

Publication of the
process model



Process recordings with the process owners



Process recordings with the process owners

Procedure

Agreeing a series of deadlines with the process owners



Pre-modeling of all processes based on the QM documentation



Process recording under the moderation of the process designers
within the framework of online meetings

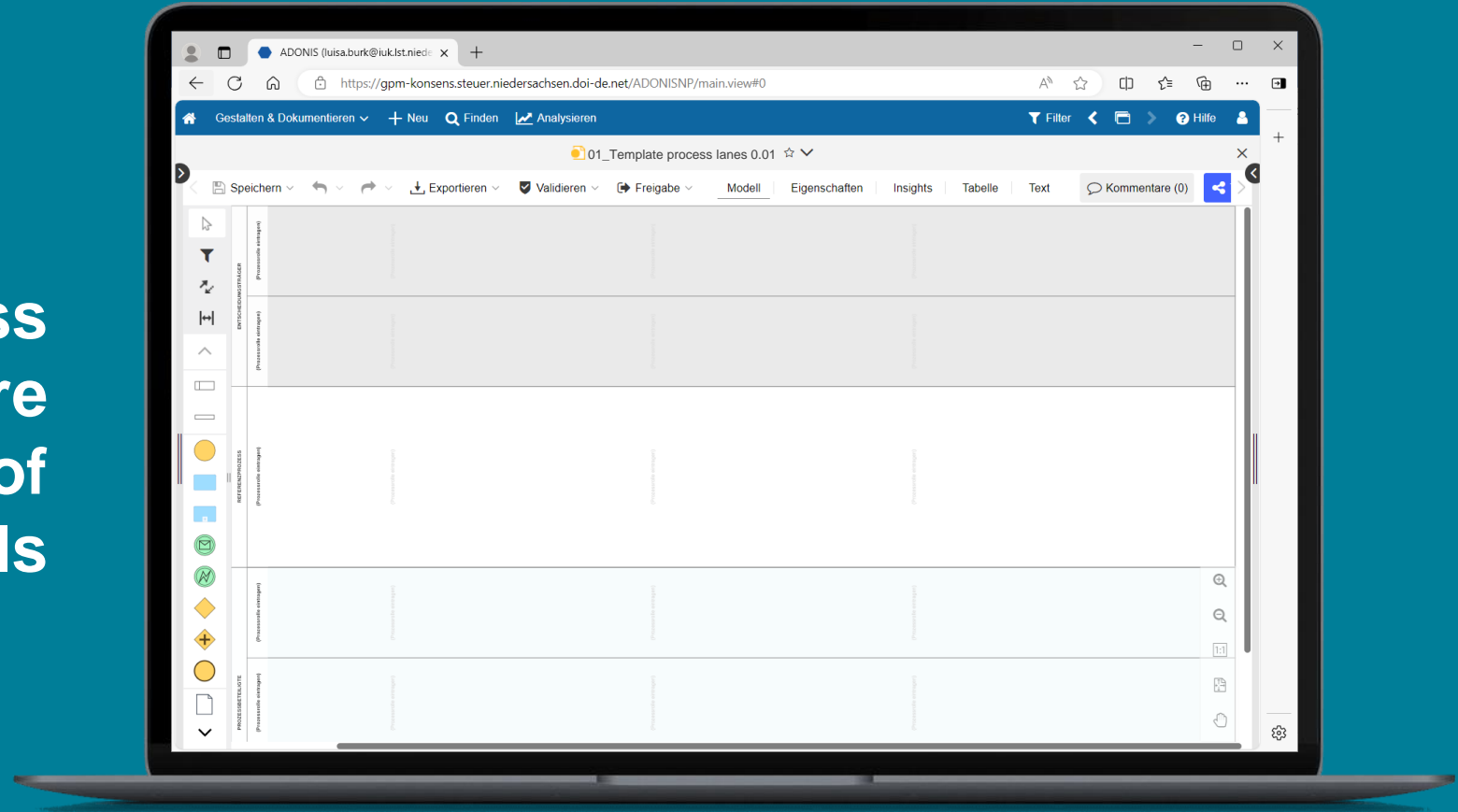


Involvement of any other relevant parties by the process owners

Process recordings with the process owners

Process templates

Use of process templates to ensure the uniformity of all models



Establishment of the KONSENS process model

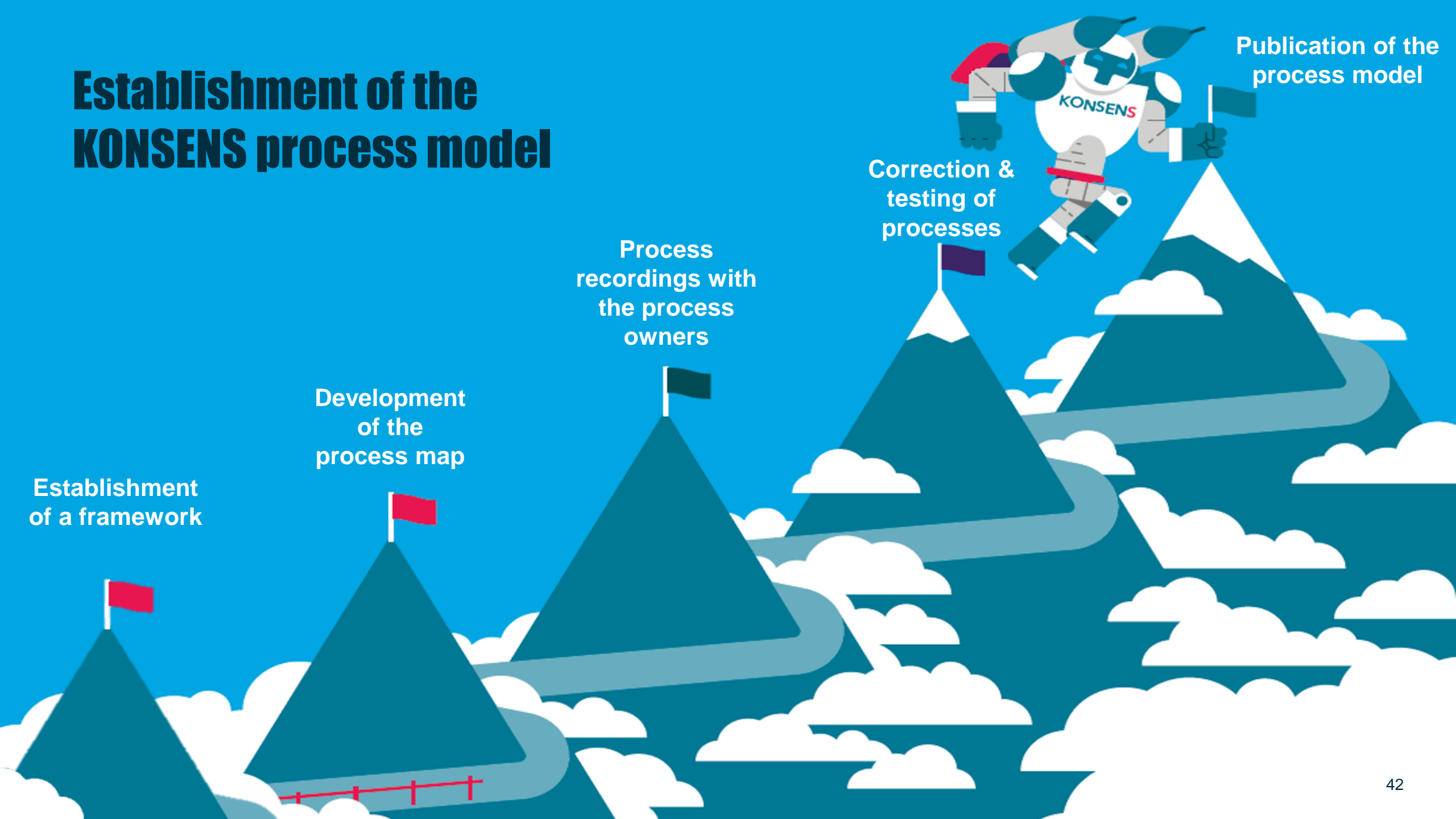
Establishment
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Development
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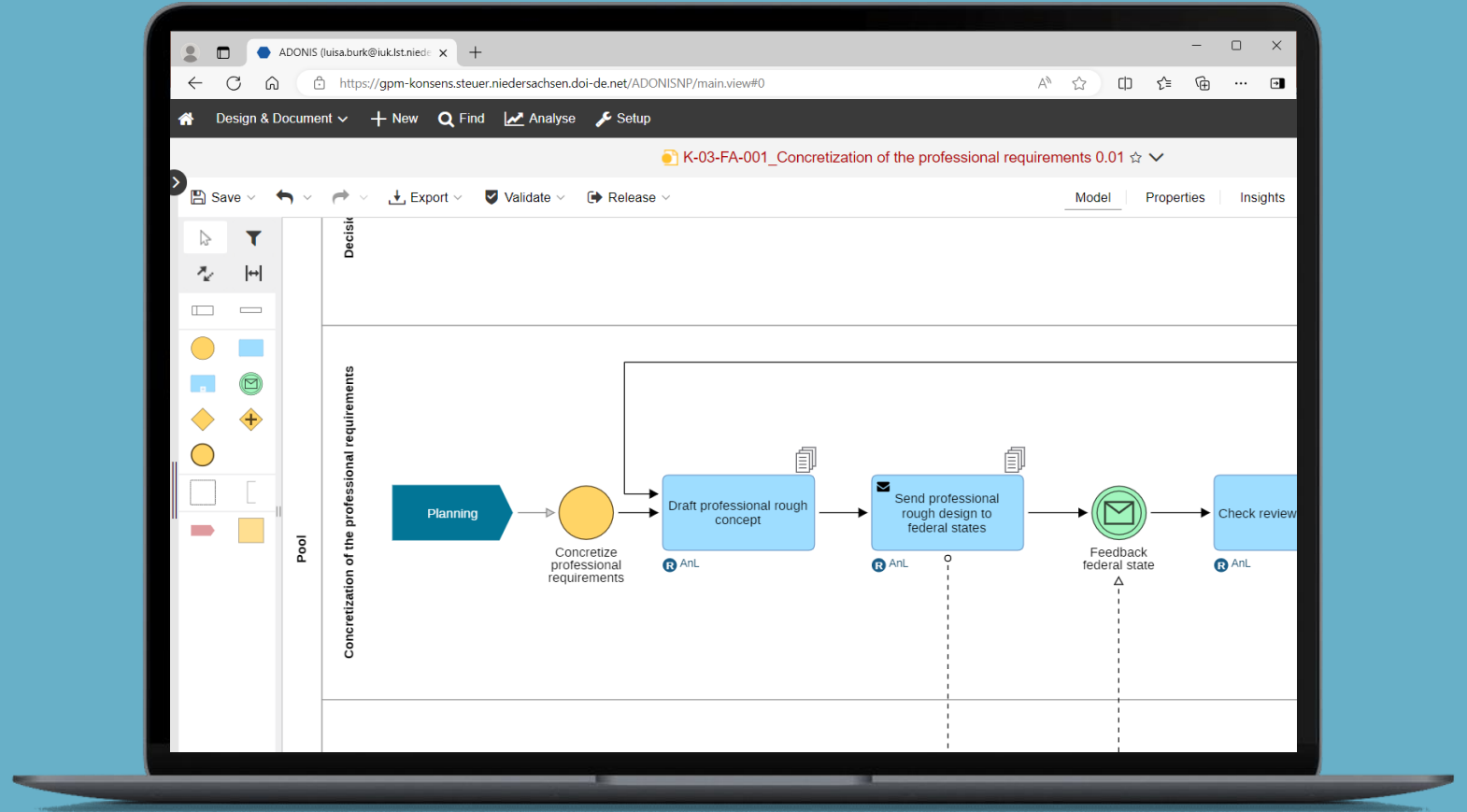
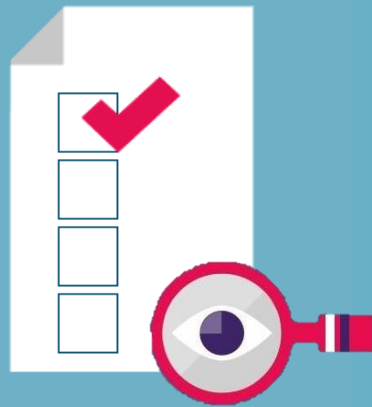
Process
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Correction &
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Publication of the
process model

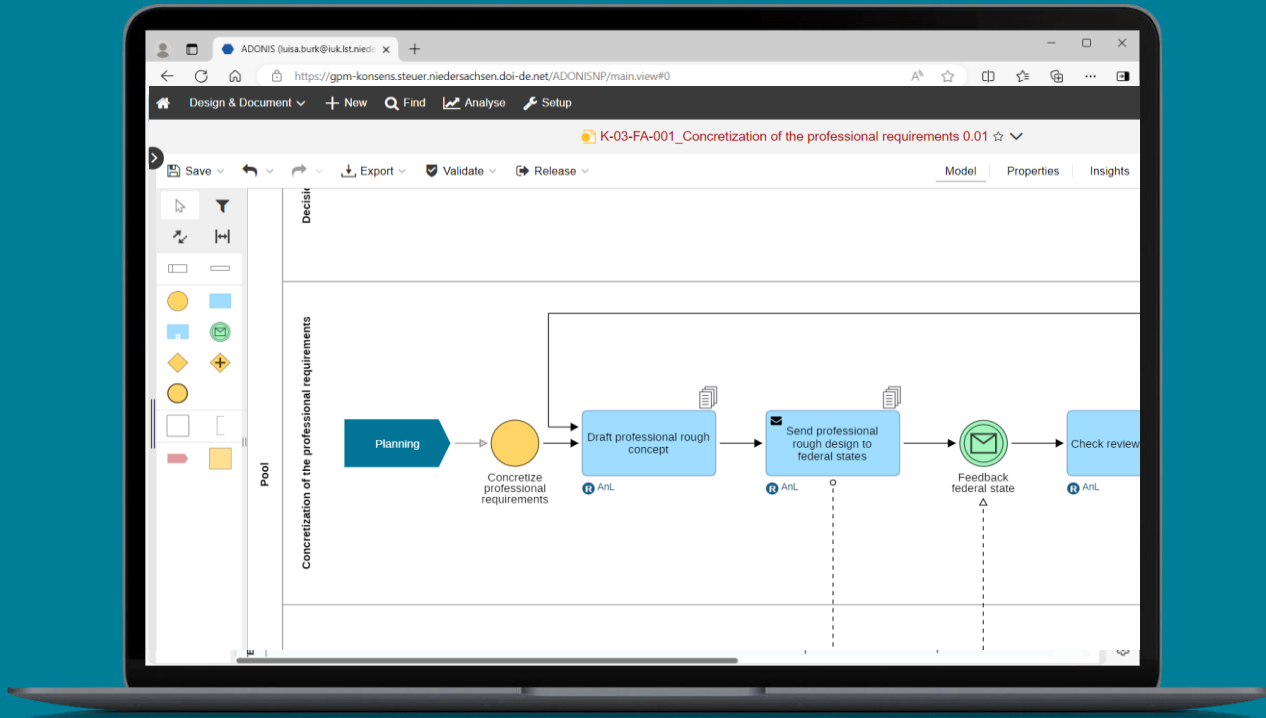


Correction & testing of processes



Correction & testing of processes

Reworking after each process recording



- Correction of the processes
- Extension with attributes
- Setting links
- Integration into the process model *(if not already done)*
- Methodical testing of the finished processes

Establishment of the KONSENS process model

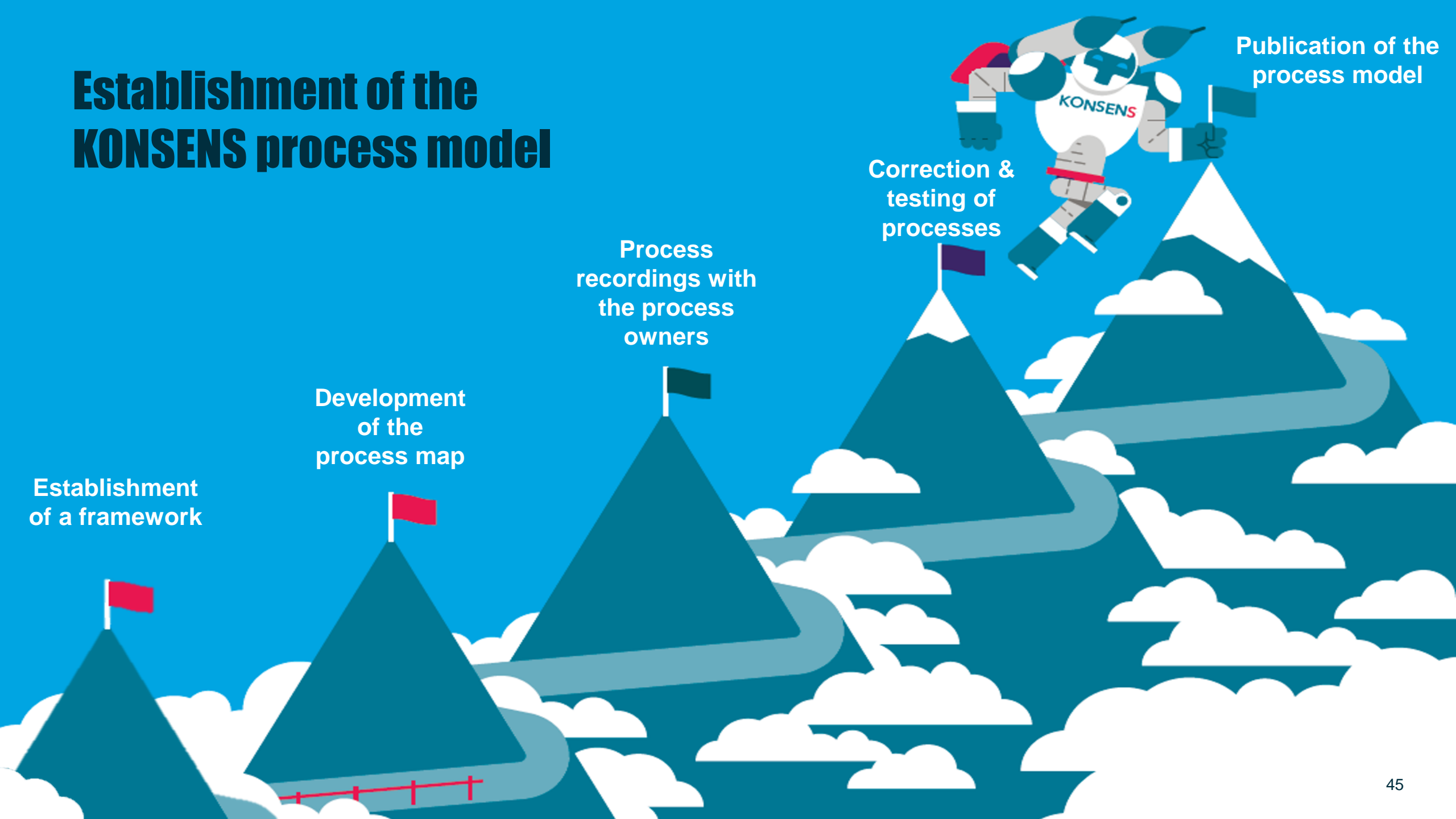
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Development
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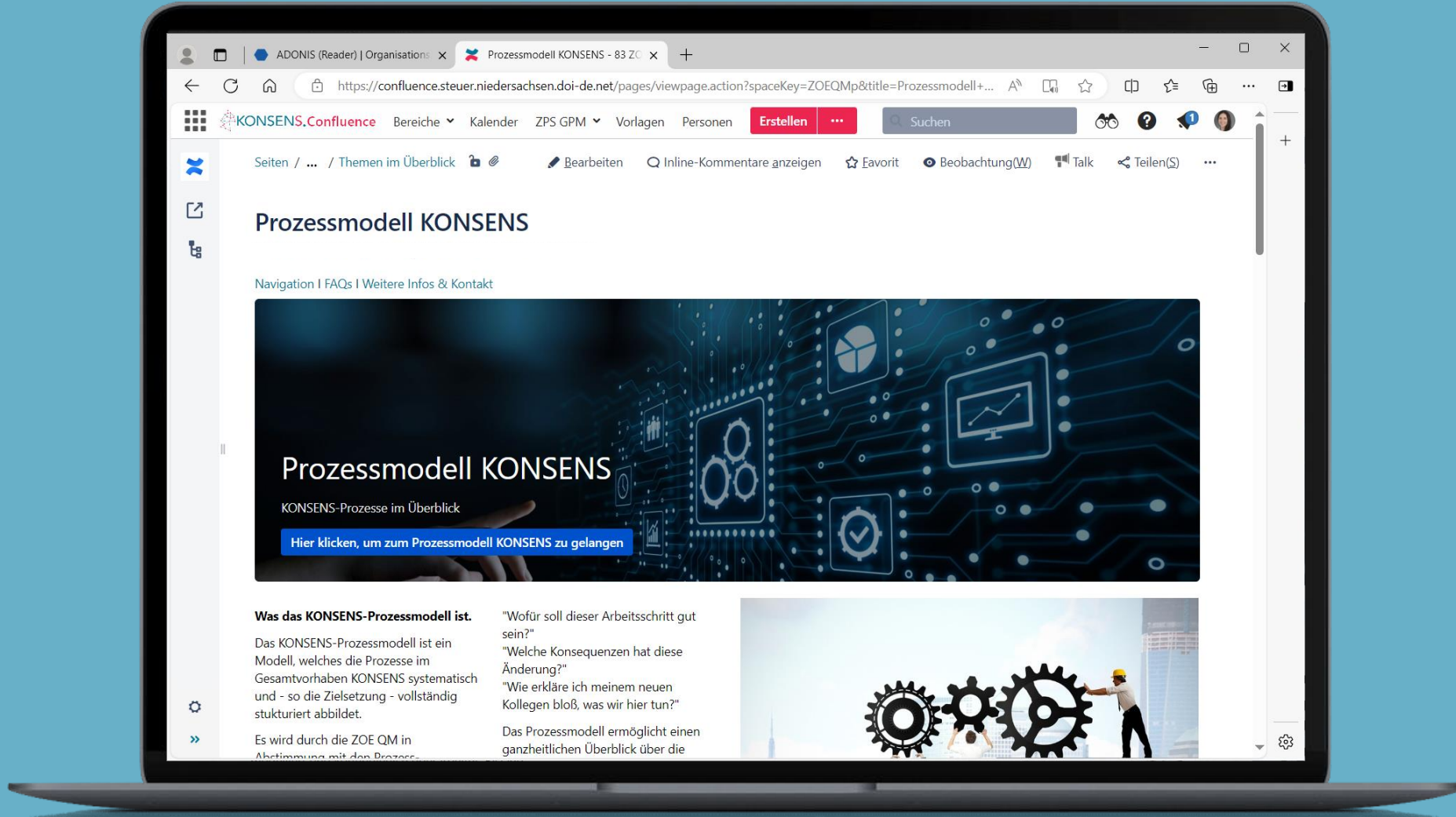
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Correction &
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Publication of the
process model



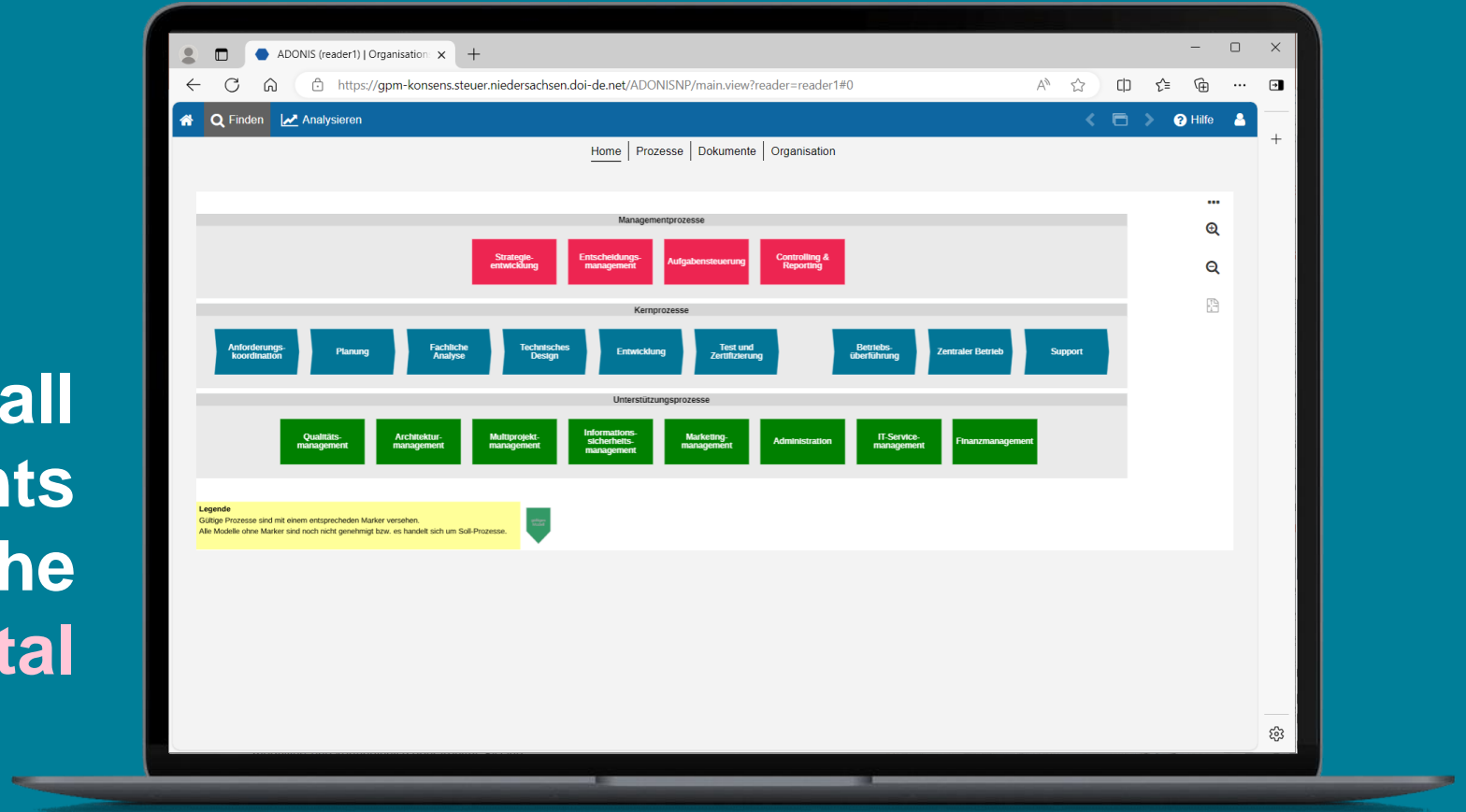
Publication of the process model



Publication of the process model

Organization portal

Read access for all
KONSENS participants
via the
organization portal

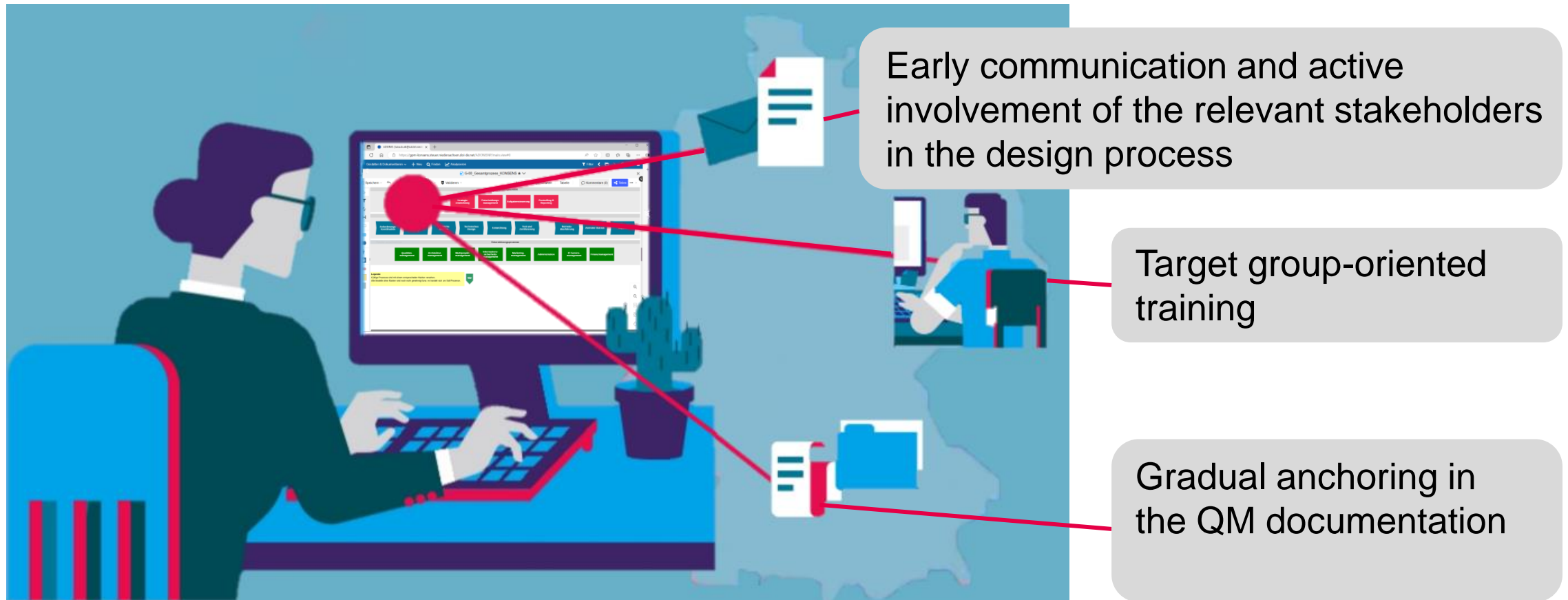


Establishment of the KONSENS process model

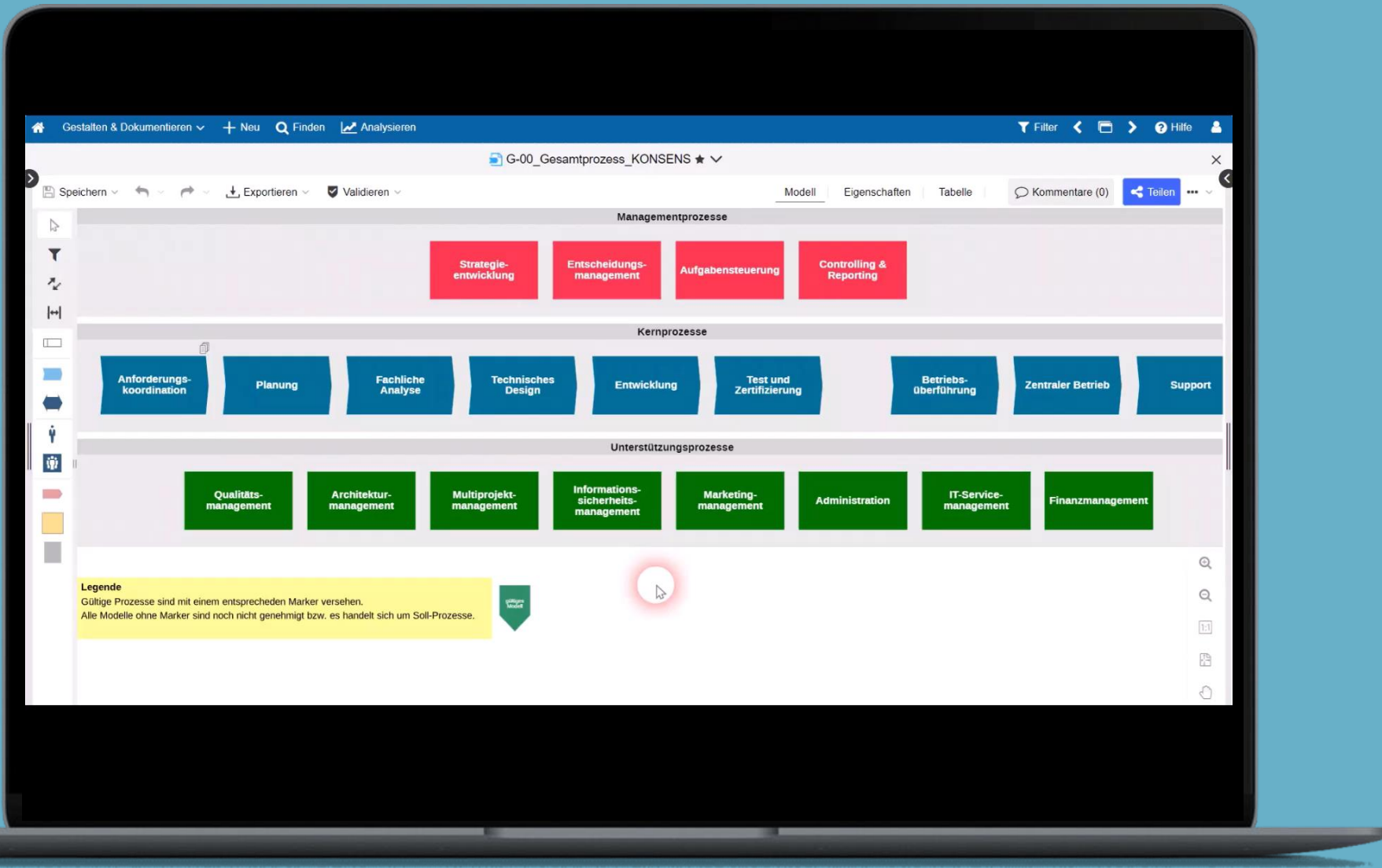
Status quo

- ✓ **Establishment of a new process library**
- ✓ **Establishment of a uniform modeling systematic**
 - defined structures
 - Pools/Lanes
 - Objects (e.g. roles, process documents and process results)
- ✓ **Publication of the process model**
 - in the current status for all KONSENS participants

Anchoring the KONSENS process model



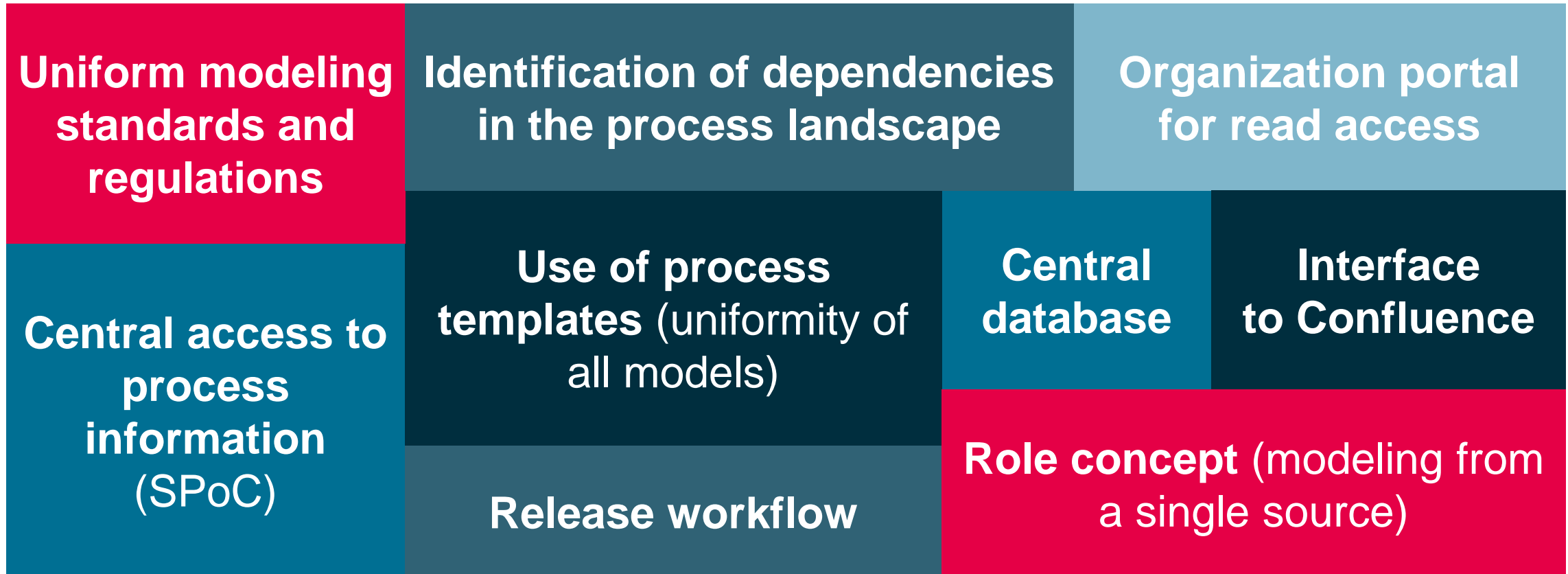
KONSENS process model in action



Conclusion

Conclusion

What was useful



Conclusion

Challenges - and how we met them

CHALLENGES

- (1) Lack of acceptance
- (2) High resource expenditure
- (3) Process ambiguities



PROCEED

- (1) Early communication and awareness-raising
- (2) Provision of a MAK in QM KONSENS; short appointment slots
- (3) Gradual recordings/ Versioning and dynamic prioritization

Conclusion

In a nutshell.



With the establishment of the **KONSENS process model** the foundation stone for a **effective process management** in the overall program **KONSENS** was placed.

Conclusion

Our benefits



1

Increased process transparency

- Improved process understanding of all parties involved (e.g. easier familiarization)
- Basis for well-founded process analyses

2

Systematic process assurance

3

Continuous process improvement

Questions?

**Thank you for your
attention**

Strategic Partner Meeting 2024

Unlimited possibilities with ADONIS,
ADOIT & ADOGRC

Ines Heidecker

16/09/2024

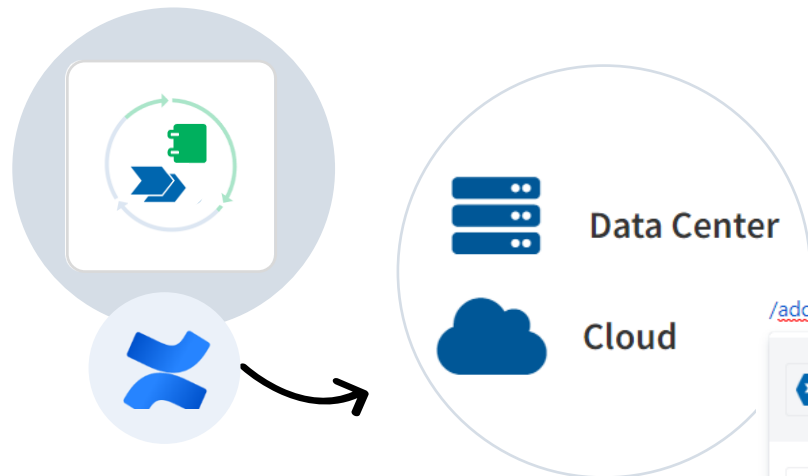


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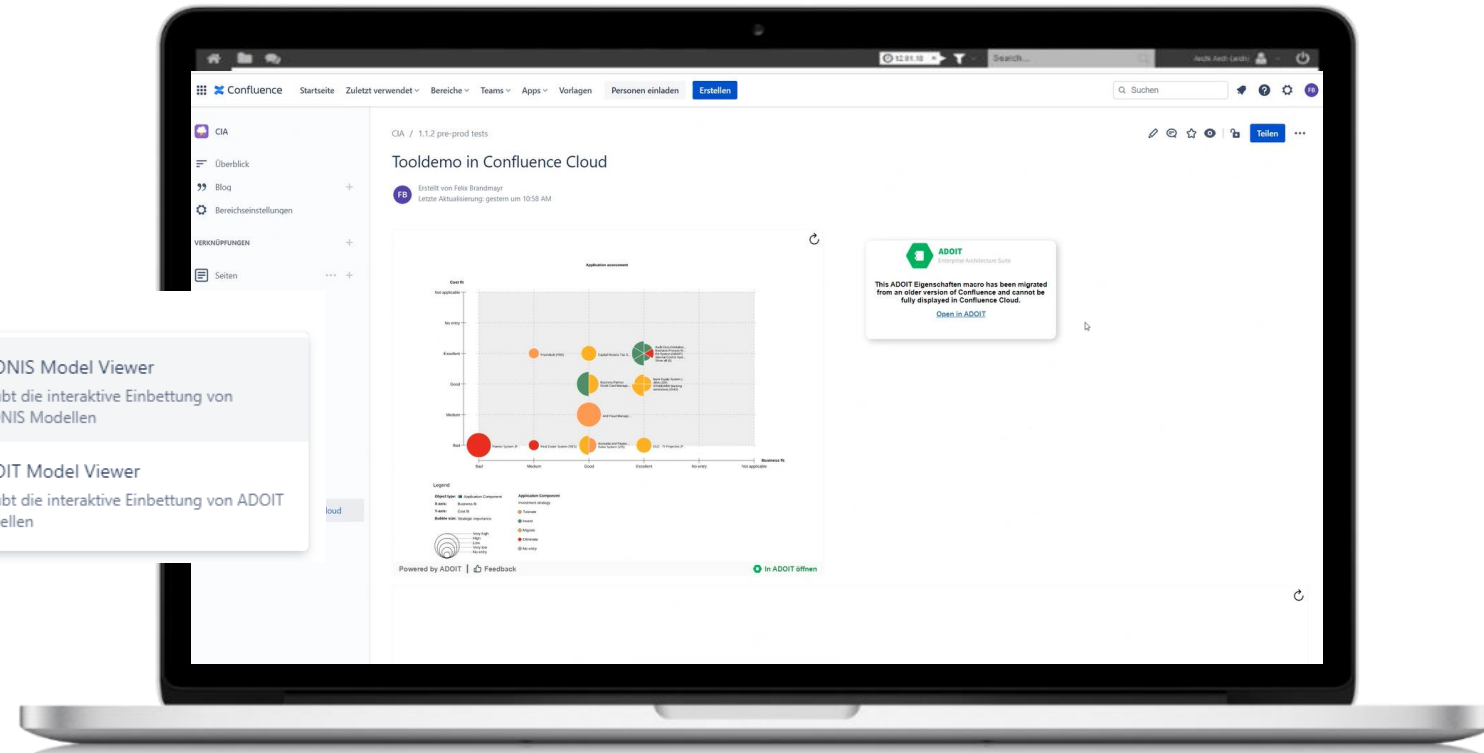
GET IT THERE




Make shared content accessible to everyone, increase transparency & improve the agility of the entire organization.



-  **ADONIS Model Viewer**
Erlaubt die interaktive Einbettung von ADONIS Modellen
-  **ADOIT Model Viewer**
Erlaubt die interaktive Einbettung von ADOIT Modellen



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