

Tips for
EXAMINING PROCESSES

The method of examining processes called "critical examination" requires defining WHAT is achieved in "key operations" of a process and then examining the facts, reasons and alternatives for each operation. Three classes of operations are considered: "make ready," "do" and "put away." The first step is to identify the key "do" operation and then describe it in a passive statement *without* reference to *how* it gets done, for example, "dirt is removed from dishes." Then, the HOW, WHEN, WHERE, by WHOM and alternatives (WHY) are examined. Information about the process is recorded in a uniform manner that facilitates analysis and proposing changes. See the examples on the three pages below.

	FACTS	REASONS	ALTERNATIVES	REVIEW
P				
R	What is achieved?	Why that?	What else?	
O	Express the immediate result from the activity.	Determine the WHY of each of the five headings under FACTS.	Record alternatives (For example: Eliminate process? Do more? Do less?)	If justified, implement one or more of the alternatives explored in the examination.
C	1	1	1	A
E	How?	Why that way?	How else?	
S	Materials		(Eliminate? Change? Variations? Something else? New method, equipment?)	
S	Equipment			
	Procedure			
	2	2	2	B
A	When?	Why then?	When else?	
	Sequence			
N	Frequency			
	Calendar time(s)			
	Duration			
	3	3	3	C
A	Where?	Why there?	Where else?	
L	Geographic location			
Y	Physical location			
	Organizational location			
	4	4	4	D
S	By whom?	Why them?	Who else?	
I	Organizational unit			
S	Person(s)			
	5	5	5	E

Key operation: Dishes, eating utensils, cookware and cooking tools are cleaned.

	FACTS	REASONS	ALTERNATIVES	REVIEW
P				
R	What is achieved?	Why that?	What else?	
O	Dishes, eating utensils, cookware and cooking tools and equipment are cleaned.	Frequent, heavy use of the kitchen ware; limited supply of kitchen ware; commitment to re-use of resources.	Use paper ware and plastic-ware; increase dining out; have meals catered; have more pizza delivered; fast.	
C	1	1	1	A
E	How?	Why that way?	How else?	
S	Everything is washed by hand with a scrub brush or a rag.	Agnes has "always done it that way."	Buy a dishwashing machine; let the family pets clean things up; use sulfuric acid to clean up.	
S	2	2	2	B
A	When?	Why then?	When else?	
N	When Agnes shows up-- usually three or four times a week around midnight. It takes about three hours.	Agnes is eosophobic. (She fears daylight.)	During the day (with the shades drawn).	
A	3	3	3	C
L	Where?	Why there?	Where else?	
Y	In the kitchen, in the double sink.	The familiar resources are in the kitchen, for example, double sinks, cleansers and scrub brushes, etc.	Send it out to a cleaning service; hose it down in the hot tub or swimming pool.	
S	4	4	4	D
I	By whom?	Why them?	Who else?	
S	Agnes Schwartz, the live-in part-time housekeeper.	Agnes a cousin of the householder's boss.	Part-time help for Agnes; householders; the teen-aged children of the house; the household pets.	
	5	5	5	E