

# Case Study

## Process Mapping For Consulate Management Services

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## Table of Contents

<b>1</b>	<b>Background.....</b>	<b>3</b>
<b>2</b>	<b>Business Challenge .....</b>	<b>3</b>
<b>3</b>	<b>Business Area.....</b>	<b>3</b>
<b>4</b>	<b>Services Delivered.....</b>	<b>4</b>
<b>5</b>	<b>Benefits .....</b>	<b>4</b>

# 1 Background

The client, one of the largest Consulates in Kolkata, wanted to map out the operational processes of their managerial processes across India.

The process directives were already in place from the country capital but as with any process which is being executed over a period of time, the current state of the process execution was in some cases different not only from the directives but also across the other locations in India.

The decision was made to undertake the exercise in a phased manner starting with a pilot project in Kolkata. This would be followed up by implementing it across the rest of the Management Services section in Kolkata and subsequently in the other Indian Consulates and Embassy.

# 2 Business Challenge

The biggest hurdle in accomplishing the process mapping exercise for the Consulate was the lack of resources. Not only was there a scarcity of resources to undertake such an activity in-house, the ones who were capable of doing so were holding important positions within the Consulate and assigning them to process mapping would disrupt them from their day job which would subsequently hamper Consulate operations itself.

# 3 Business Area

As part of the pilot project the 3 divisions of Management Services of Kolkata which were looked into were

- Procurement
- Budget & Finance
- Mail Room

This was followed up with the extensive study of process across the rest of the Management Services in Kolkata.

- Shipping & Customs
- Human Resources
- Property
- Maintenance
- Housing
- Information Management
- Community Liaison
- Travel

## 4 Services Delivered

Creation of a comprehensive 3-D View of each of the processes of the aforementioned business areas by focussing on

- Tasks undertaken sequentially
- Roles which are responsible for undertaking those tasks
- Documents referred to or/and generated as part of the processes
- Systems which assist in the execution of those processes
- Business Rules which govern the flow of the processes
- The external or internal stakeholders which have an influence on the processes

The process maps were designed and delivered through the 6 step approach of

- Identification of processes
- Interview of the process details with process doers/owners
- Modelling the process maps
- Confirmation of the process maps with process doers/owners
- Changes if required to process maps based on confirmation sessions
- Final submission

## 5 Benefits

Melius was able to help the consulate by

- ✓ Generating process maps in a cost and resource efficient manner with minimal disruption to day-to-day operations of the consulate
- ✓ Providing them a template for the AS-IS state of the business processes to facilitate standardisation of the processes across the different locations of India
- ✓ Providing current state representation of business processes for subsequent analysis into deviation from process directives
- ✓ Enabling the potential to optimise resource utilisation by checking the responsibility of each role in the execution of each process
- ✓ Laying the groundwork for a down the line business process analysis from the perspective of parameters like time, cost, value and efficiency for each business process.