

What can work simplification do for your organization?

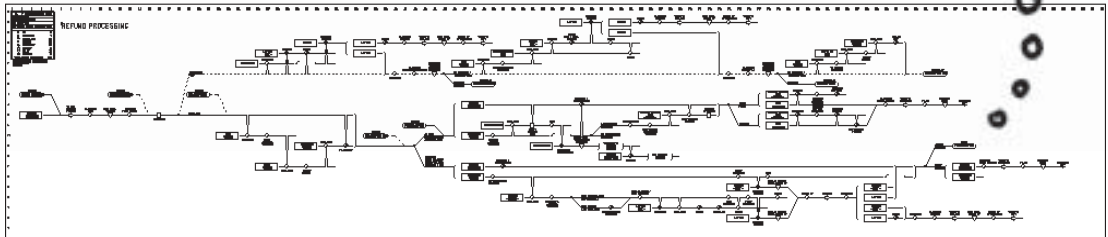
Imagine that your processes are clearly defined.

They show every step of every document, computer screen, part, product, email...
Imagine that value-added steps and control points are clearly identified.
Imagine anyone can understand them and improvements are obvious.
Graham Process Charts have been doing this for over 50 years!

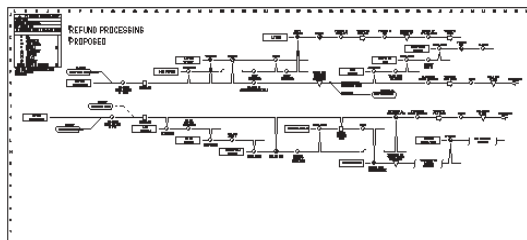
Then imagine you can prepare a chart in one day and update it in an hour.

Imagine that!

AS-IS



TO-BE



Why would world-class organizations settle for anything less?

Here is a sampling of organizations where people have recognized the value of using Graham Process Charts...

Caterpillar, Eastman Chemical, Ford Motor Company, General Motors, Sara Lee Bakeries, Campbell Soup Company, NASA, The US Navy, The US Air Force, Cryptologic Systems Group (USAF), The U.S. Bureau of Drugs, The U.S. Treasury, The US Dept. of Education, The US EPA, The State of Illinois Dept. of Public Aid, Dept. of National Defence (Canada), Canada Post, Canadian Penitentiary Service, Washtenaw County, Hennepin County, Ramsey County, McHenry County, The City of San Diego, The City of Ottawa, The City of Dayton, Boston University, The University of Western Ontario, Oklahoma State University, University of Delaware, 3M Canada Ltd., Westinghouse, Nortel Networks, Manitoba Tel, New Brunswick Tel, SaskPower, Enmax, Oklahoma Gas and Electric, Con Edison, Newport News Shipbuilding, Abbott Laboratories, Syntex, Ross Laboratories, Standard Register, Mead, Hillcrest Medical Center, Johnson and Johnson, Georgia Pacific Corporation, Algoma Steel, Cannelton Coal, Potash Corporation of Saskatchewan, Zurn Industries, Owatonna Tool Co., Babcock Energy Limited, ABB, EG&G Idaho, EG&G Florida, Rogers Cable TV, Suncor, Syncrude, The Bank of Nova Scotia, Canadian Imperial Bank of Commerce, Southwest Bank Shares, MBNA, Mitsui-Babcock Energy Limited (UK), Petroleos de Venezuela, The Bank NT Butterfield & Fund Ltd.(Bermuda), Jamaica Ministry of Finance, L'Assurance-Vie Desjardins, Hartford Ins., American States Ins., CareFirst Blue Cross Blue Shield, Royal Insurance Group, Federated Insurance, Metropolitan Life, Great-West Life Assurance Co.

Are you ready to discover work simplification...again?

The Ben Graham Corporation

"Helping Mankind Organize"™

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The chart below shows the first 54 steps of a 70 step Receiving process.

What items are involved in this process? Each Item in the process is represented as its own horizontal line. Each line begins with a Label SHIPPING PAPERS that identifies the item. If you want to know what items are in a process, read the Labels...or if you are working with the software, take a look at the Table of Contents report that lists all the Labels.

Relationships between the items are shown with Effects and Brackets. Effects are the Vee shapes that point from one line (Source Item) into a symbol on another line (Target Item). The effect is a simple yet extremely powerful charting element -- it says that the activity that occurs at the point of the effect doesn't happen without the Source Item.

In the sample chart below, the Shipping Papers that kick off this process provide the information that is entered in the Log Book at P17 and in the Receiving Database at M19. The Shipping Papers are then used to check the entries made into the Receiving Database. The checking occurs at the step at M21.

An **Opening Bracket** is used when Items are separated. It is immediately followed by Labels that identify the Items that have been separated. The 4-part Receiving Ticket is separated at K25.

This step is followed immediately by an Opening Bracket containing four Labels that begin a separate flow line for each of the individual Receiving Ticket parts.

A **Closing Bracket** is used when Items are physically assembled. A Closing Bracket is showing immediately preceding the step at O31 where the Credit Copy of the Receiving Ticket is attached to the Shipping Papers.

Where is the work being done? Transport symbols \Rightarrow tell you every time the location changes. Just trace back from any symbol on an Item line to the last transport symbol to find out where you are. If you trace all the way back to the first symbol without reaching a transport symbol...it will tell you there too. (Since Effects show a relationship between two items, you can trace back "through" effects.) Where is the Receiving Database being checked at M21? Trace back to the first symbol at M19, follow the effect down to O19 and continue tracing to the Transport symbol at O9. It's in the Receiving Office!

Who is doing the work? Like finding the location, trace back. But the person can change at any symbol (except delays where nobody is doing anything). If you trace all the way to the first symbol without finding a person specified, there will be a person specified there. The people involved in the sample process are displayed in blue: (BY: MESSENGER - See M31).

Delays are displayed in the process with their own symbol ∇ . It is common to find them at the end of a process line where they typically indicate long-term storage - See O35. But you also find them throughout the process. Delays account for over 95% of the processing time!

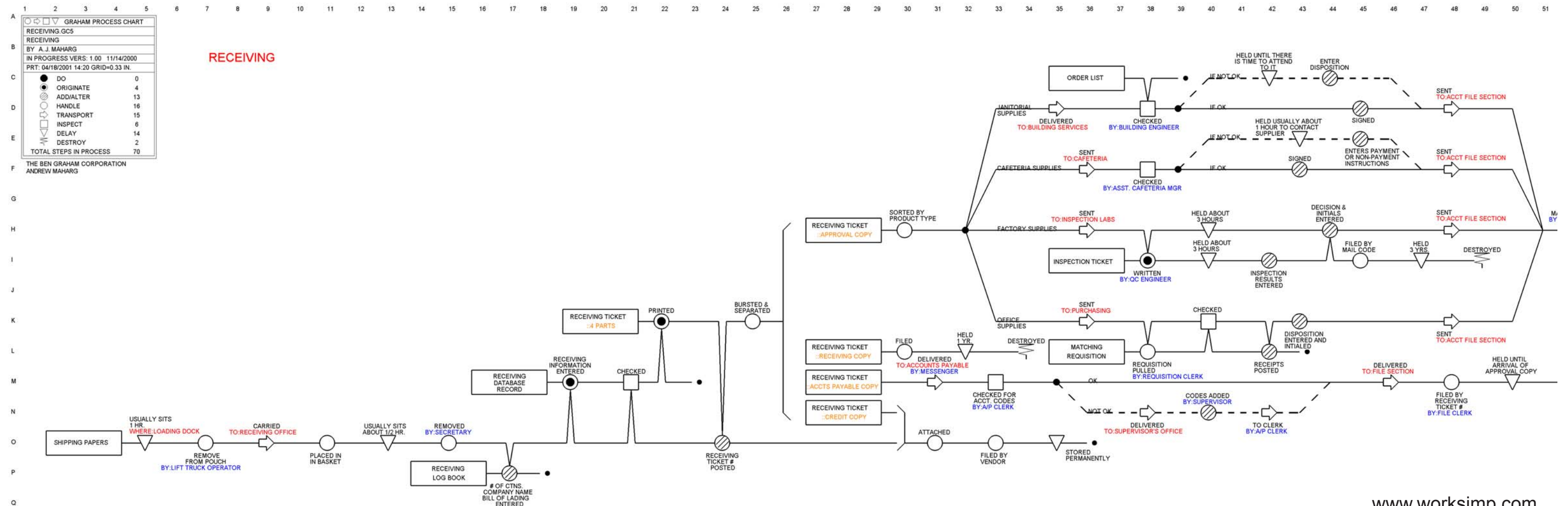
Where are controls? Use the "right" angles of the Inspection symbol \square to remind you that at these steps the item is being checked to see if it is right! Also, a small solid circle represents a Decision Point. At this point in the flow, a decision is made based on the content of the Item. Decisions are represented by multiple alternative lines radiating to the right of the Decision Point - see H32. When the decision Point follows an Inspection symbol, at least one of the alternative will be shown as a dotted line - see D39. A dotted line represents a Correction or Rejection routine.

Value-added action steps are shown with Do symbols \bullet in manufacturing flows. In information flows they are shown with Add/Alter symbols \oplus with one exception -- **the first time information is entered on a document**, an Origination symbol \odot is used. This makes it easy to find new items that are created in a process.

Non-value-added steps are shown with the Handling operation symbol \circ . These symbols tend to show up more often than any other. They identify the setup and put away steps in manufacturing processes and "paper shuffling" in information processes. By the way, keying through database screens, doing lookups and other electronic activities that don't change the information are all handling steps.

One special type of handling step is always found at the end of a process line. The Destroy symbol \equiv represents an activity that causes the Item to cease to exist. Its purpose is to show activities of purging and cleansing that are built into a system - See L34.

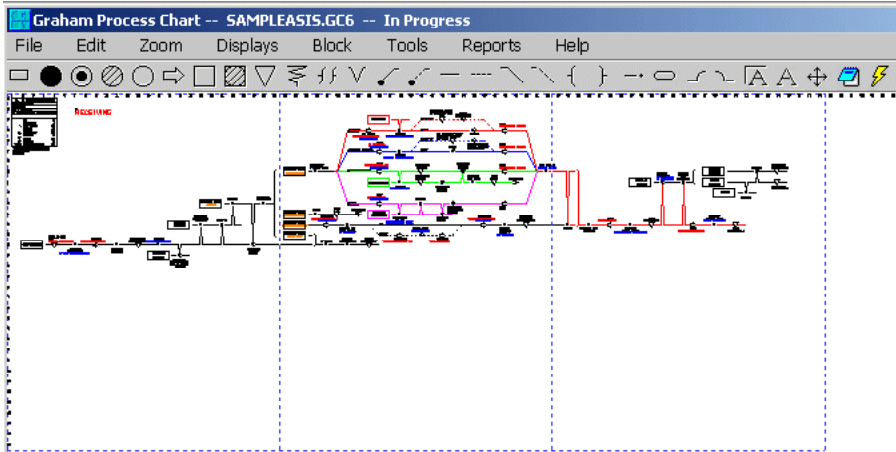
A person experienced with this methodology can collect the data and prepare a detailed chart twice the size of this sample chart in one day...easily! Documenting 100 steps of reality in a single day is a comfortable goal...and 200 or 300 steps or more is achievable.



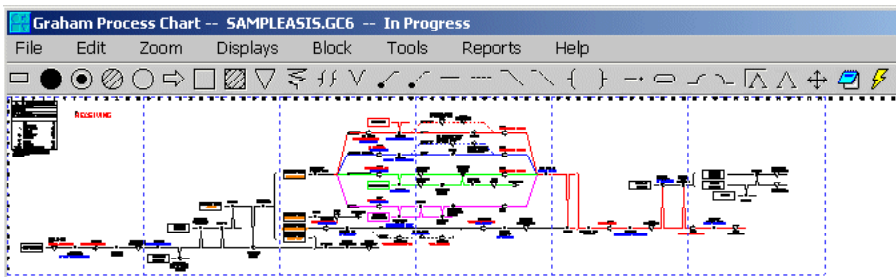
Printing Graham Process Charts

Charts can be printed using any Windows printer driver. Unlike most presentation applications, Graham charts are completely scalable — you choose the page size and the size of the chart when you print. If you have an impact printer or a plotter that handles continuous form paper, the charts can be printed on a single long strip!

Here is a chart with 70 steps set up to print on 3 pages...



Change the number of pages to 6 in the Print Setup Window and the chart spans 6 pages!



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