

Success Story

Process Consulting

Preparation of Standard Operating Procedures

Storyline...

Council for Leather Exports (CLE) is an autonomous non-profit company entrusted with export promotion activities and development of the Indian leather industry. The CLE has more than three thousand leather units as its members.

MaGC was engaged by CLE to prepare a Manual of Standard Operating Procedures covering the delegation of powers, business process maps and procedures, roles and responsibilities of the senior and middle management, and documents and report formats.

Once upon a time...

CLE's main role is to promote leather industry in and out of the country. With the rapid growth of the leather industry in India and the addition of new members, the Council's role had increased significantly. CLE did not have in place a document that defined the financial and administrative powers, business processes and provided role clarity to various actors. Therefore, the CLE Management decided to take up the exercise of developing a Manual of Standard Operating Procedures. MaGC was entrusted the task of developing the document.

Moving on...

The assignment required a good understanding of the existing processes at the CLE Head office and across five Divisions in India. The MaGC team visited the CLE offices at Chennai, Central Division- Kanpur, and Northern Division-Delhi for an on-site process study. The study involved discussions with key persons in CLE and documentation reviews to understand business processes.

Based on the study, process flowcharts were prepared using the LAMP™ methodology (<http://www.magc.in/lamp/>) for process documentation, a proprietary tool of MaGC. Process gaps were identified and shown as callouts alongside activities in the process flowcharts. The charts along with the gaps were validated with process owners.

Based on the discussions, Standard Operating Procedures were developed. This covered the Delegation of Powers (for policy, finance, operations and administration decisions), TO BE process flowcharts along with detailed procedures were included. Roles and Responsibilities for various positions in the form of Job Descriptions were also part of the SOP. The SOP document underwent revisions based on discussions with CLE and was finalized

Finally...

The SOP serves as a guide to the Managing Committee, the Divisions, and Departments at CLE and helps eliminate non-value adding and redundant activities. Continuous monitoring of business processes using the SOP helps in improving efficiency, overall quality of service delivery and eliminates flaws in the processes. The SOP serves a sensitization document for inducting new recruits. Key Performance Indicators covered in the SOP help in measuring and monitoring process performance. The Job descriptions provide role clarity. The SOP helped CLE take up process automation at a later stage.